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WORKFORCE INVESTMENT SAN FRANCISCO

RESEARCH & EVALUATION COMMITTEE

AGENDAS & MINUTES

2001 – 2002

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WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

NOTICE OF A PUBLIC MEETING
OF THE
WORKFORCE INVESTMENT SAN FRANCISCO BOARD

RESEARCH & EVALUATION COMMITTEE

Date:	Wednesday, July 25, 2001
Time:	9:00 AM to 11:00 AM
Location:	City College of San Francisco Auditorium 33 Gough Street San Francisco CA 94103

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Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force.

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Issued: Wednesday, July 11, 2001

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PROPOSED AGENDA

Note: For this initial meeting, the Committee will invite public participation throughout all agenda items.

1. Adoption of the Agenda (*Action Item*)
2. Public Testimony on Agenda Items (Discussion Item)
3. Orientation to local Workforce Development System (Discussion Item)
4. Review of evaluation in PIC programs: What currently goes on? (Discussion Item)
5. Scope and responsibilities of the Research & Evaluation Committee in the Workforce Development System (Discussion Item)

   Excerpt from initial Bylaws, Workforce Investment San Francisco (Feb. 7, 2001):

   "The Evaluation Committee shall be responsible for the review and advice to the Executive Committee and the LWIB of the overall quality of programs authorized by the LWIB. This committee shall advise the LWIB in developing a robust capacity driven by federal mandates, best practices and employer needs through analysis and assessment of programs for job seekers and employers, capacity of service providers, relative success and significance of interventions to move people in San Francisco to high skill, high wage employment."

6. Adoption of a WIB research agenda *(Action Item)*

   The Committee will develop a proposal to the Executive Committee, with associated expense, for research and evaluation within the local Workforce Development System.

   Which areas should be priority areas?

7. Public Testimony on Non-Agenda Items (Discussion Item)
8. Future Agenda Items (Discussion Item)
9. Adjournment (*Action Item*)

COMMITTEES
OF
SAN FRANCISCO LOCAL WORKFORCE INVESTMENT BOARD (LWIB)

Guiding Principles

The **Standing Committees** shall:

1. Conduct public hearings and take public testimony when needed to ensure that all viewpoints are considered, and in all cases when required by statute or regulation.

2. Provide the LWIB with readily available expertise regarding the policies and direction of the LWIB.

3. Review staff recommendations with appropriate public hearings and advise the LWIB and the Executive Committee regarding action to be taken.

4. Provide for broad community participation in LWIB activities.

Members of the Committees who are **not** Members of the LWIB shall be voting members of the Committee, but shall not be voting members of the LWIB.

It shall be the responsibility of each committee to establish its schedule for meeting and to ensure that all interested parties are provided with adequate notice of such schedules in conformance with public meeting laws. Committee Chairpersons may delegate such responsibilities to Staff.

Employer Services

This committee shall have a chairperson who is a Member of the LWIB and shall include a Staff person as a member. The number and source of additional members shall be left to the discretion of the LWIB Chairperson and the committee chairperson. The membership of the committee shall be not less than seven (7) and not more than eleven (11).

This committee shall focus on San Francisco's changing industry and occupational structure, identify sectors in the forefront of San Francisco's growth and assess their service and workforce needs. Coordinate and plan delivery of business services including tax credits, First Source Hiring, and labor market information. Design methods and practices to engage employers in the publicly financed workforce delivery system including: customized training, career ladder skills training, and criteria for "work-ready" job seekers. This committee shall also prepare recommendations to LWIB and the Executive Committee concerning marketing and public relations of the workforce development system to employers.

One-Stop Operations

This committee shall have a chairperson who is a Member of the LWIB and shall include a Staff person as a member. The number and source of additional members shall be left to the discretion of the LWIB Chairperson and the committee chairperson. The membership of the committee shall be not less than eleven (11) and not more than fifteen (15).

This committee shall be the planning committee of One-Stop San Francisco (OSSF), the local One-Stop System. This committee shall monitor operations of OSSF and prepare recommendations to LWIB and the Executive Committee concerning the allocation of scarce resources to and between: operation of facilities (centers and satellite locations); operation of systems (technology, personnel staffing and training); and operation of job-seeker training (cost reimbursement contacts and/or individual referral contracts). This committee shall be responsible for recommendation of Memoranda of Understanding with One-Stop Partners as required by the Act. This committee shall also prepare recommendations for local criteria for the Eligible Training Provider List (ETPL) and for development of marketing strategies for OSSF.

Researching and Evaluation Committee

This committee shall have a chairperson who is a Member of the LWIB and shall include a Staff person as a member. The number and source of additional members shall be left to the discretion of the LWIB Chairperson and the committee chairperson. The membership of the committee shall be not less than five (5) and not more than seventeen (17).

The Evaluation Committee shall be responsible for the review and advice to the Executive Committee and the LWIB of the overall quality of programs authorized by the LWIB. This committee shall advise the LWIB in developing a robust capacity driven by federal mandates, best practices and employer needs through analysis and assessment of programs for job seekers and employers, capacity of service providers, relative success and significance of interventions to move people in San Francisco to high skill, high wage employment.

Program Investment Committee

This committee shall have a chairperson who is a Member of the LWIB and shall include a Staff person as a member. The number and source of additional members shall be left to the discretion of the LWIB Chairperson and the committee chairperson. The membership of the committee shall be not less than five (5) and not more than seventeen (17).

The Program Investment Committee shall be responsible for the review and advice to the Executive Committee and to the LWIB of funding recommendations for programs and services for adult job seekers. This Committee shall develop, approve, and recommend design and solicitation criteria for adult job seekers. Subcommittees of the Program Investment Committee shall be appointed at the discretion of the LWIB Chairperson and this committee Chairperson and may include special populations, e.g. refugees, homeless persons.

Youth Council

This committee shall have a chairperson who is a Member of the LWIB and shall include a Staff person as a member. This membership of the committee shall be not less than fifteen (15) and not more than twenty-nine (29). The Youth Council shall be appointed by the LWIB in cooperation with the CLEO, and shall include:

Required (statutory) Membership

1. members of the LWIB with special interest or expertise in youth policy;
2. representatives of youth service agencies, including juvenile justice and local law enforcement agencies;
3. representatives of local housing authorities;
4. parents of youths seeking assistance from LWIB programs;
5. individuals, including former participants, and representatives of organizations that have experience relating to youth activities;
6. representatives of the Job Corps, as appropriate.
7. other individuals or representatives of entities as determined appropriate by the LWIB in cooperation with the Chief Local Elected Official (CLEO or Mayor of San Francisco).

Duties

1. Develop portions of the Local Plan relating to eligible youth;
2. Subject to approval of the LWIB and in conformance with the requirements of the Act:
   (a) develop, approve, and recommend the design and solicitation criteria for youth services and activities; and
   (b) conduct oversight with respect to the eligible providers of youth activities.
3. Coordinate youth activities as authorized in the Act
4. Other duties determined appropriate by the Chairperson of the LWIB.

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Workforce Investment San Francisco
Research and Evaluation Committee
2002 Meeting Dates

Thursday, February 7, 2002
10:00 a.m. – 12:00 noon
Community College District Office
33 Gough Street
Auditorium

♦

Thursday, May 2, 2002
10:00 a.m. – 12:00 noon
Community College District Office
33 Gough Street
Auditorium

♦

Thursday, August 1, 2002
10:00 a.m. – 12:00 noon
Community College District Office
33 Gough Street
Auditorium

♦

Thursday, November 7, 2002
10:00 a.m. – 12:00 noon
Community College District Office
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WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

NOTICE OF A PUBLIC MEETING
OF THE
WORKFORCE INVESTMENT SAN FRANCISCO BOARD
RESEARCH AND EVALUATION COMMITTEE (REC)

Date:	Thursday, February 7, 2002
Time:	10:00 a.m. – Noon
Location:	SF Community College District Office Auditorium 33 Gough Street San Francisco CA 94103

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Issued: Thursday, January 31, 2002

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PROPOSED AGENDA

Research and Evaluation Committee
February 7, 2002
10:00 AM

	Agenda item	Presenter	Time
1.	Adoption of Agenda *(action item)*	Brian Murphy	2 min.
2.	Adoption of Minutes, Joint Meeting, Program Resources and Research & Evaluation Committees, November 8, 2001 * *(action item)*	Brian Murphy	2 min.
3.	Public Testimony on Agenda Items *(discussion item)*	Brian Murphy	10 min.
4.	Selection of Vice Chair *(action item)*	Brian Murphy	5 min.
5.	Research Agenda Development a. CCA Consultation *(information item)* b. Presentation Skill Set Data & Workforce Development *(information item)* c. Resource Mapping Project Update *(information item)*	 (to be announced) (to be announced) Amanda Feinstein	 5 min. 20 min. 20 min.
6.	Evaluation Criteria a. Workforce Investment Act, use of compliance data to evaluate contractor performance * *(action item)* b. Welfare to Work, use of compliance data to evaluate contractor performance * *(action item)*	 Brenda Brown Joyce Crum	 20 min. 20 min.
7.	Public Testimony on Non-Agenda Items *(discussion item)*	Brian Murphy	10 min.
8.	Future Agenda Items *(discussion item)*	Brian Murphy	5 min.
9.	Adjournment *(action item)*	Brian Murphy	1 min.

* materials enclosed

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MEMORANDUM

TO: RESEARCH AND EVALUATION COMMITTEE **DATE:** JANUARY 31, 2002

FROM: PAMELA S. CALLOWAY

SUBJECT: STAFF RECOMMENDATIONS FOR EVALUATING PY'01 SERVICE DELIVERY PERFORMANCE, WORKFORCE INVESTMENT ACT (WIA), ADULT FORMULA (Agenda Item 6.a)

The Research and Evaluation Committee is asked to approve staff recommendations for evaluating contractor performance under the Workforce Investment Act (WIA), Adult formula grant. Evaluations of contract compliance and performance data are the basis for determining which subcontractors should continue to receive WIA funding next year.

BACKGROUND

Current WIA Adult service delivery contractors were solicited for up to three consecutive years beginning July 2000. All were evaluated for their first year's performance (see attached summary of year one performance), and are currently in the middle of their second year (July 1, 2001 to June 30, 2002). Those performing acceptably in the current year could be extended for a third year, through June 30, 2003.

At a joint meeting with the Program Resources Committee (PRC) in November, the Research and Evaluation Committee (REC) agreed to make recommendations on criteria to be used to evaluate the performance of PIC contractors. These criteria would be used by the PRC for the selection and/or continuation of service providers in the upcoming WIA Program Year beginning July 1, 2002.

RECOMMENDATION

Staff recommends that twenty one (21) months of performance data (from July 1, 2000 to March 30, 2002) be used to evaluate adult contractors based on the criteria listed below:

1. Actual number of enrollments compared to planned number of enrollments;
2. Actual number of placements compared to planned number of placements;
3. Placement rate (percent of exits that are placements);
4. Minimum proposed wage rate (for participants placed in jobs) compared to actual average wage rate achieved (dollars per hour);
5. Selected characteristics of participants served in comparison to proposed special targeted populations with multiple barriers; and
6. Actual expenditures compared to planned expenditures and other financial factors (i.e. audits, timely submission of invoices and other required paper work, etc.).

If you have questions prior to the meeting, please contact Brenda Brown, V.P. Operations, at (415) 923-4246.

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Workforce Investment Act Adult Subcontractors
Year One Performance: July 1, 2000 - June 30, 2001

Subcontractors	Description	Subcontract Amount	Enrollment as of 06/30/01			Placement as of 06/30/01			Actual Placements/ Actual Enrollments
			Plan	Actual	%	Plan	Actual	%	
Goodwilll Industries Inc.	Computer Skills	$19,427	10	10	100%	8	1	13%	10%
International Inst.of CA/KCI	Computer Skills	$109,445	28	35	125%	22	11	50%	31%
Mission Lang.& Voc. School	Computer Skills	$92,973	30	33	110%	22	11	50%	33%
S.F. Vocational Services	Computer Skills	$56,630	10	11	110%	7	4	57%	36%
Asian Neighborhood Design	Constr./Cabinet/Maint.	$72,362	18	18	100%	12	6	50%	33%
Young Community Developers	Constr./Cabinet/Maint.	$70,218	15	12	80%	12	0	0%	0%
Ella Hill Hutch Community Ctr.	Food Service	$46,382	12	7	58%	11	0	0%	0%
Haight Asbury Food Program	Food Service	$51,000	10	8	80%	4	3	75%	38%
Arriba Juntos	Health Careers	$103,624	25	25	100%	19	20	105%	80%
Self Help for the Elderly	Health Careers	$37,055	9	9	100%	8	5	63%	56%
Self Help for the Elderly	Housekeeping	$167,243	45	45	100%	42	40	95%	89%
The Family School	Job Readiness	$54,555	15	7	47%	8	4	50%	57%
Arriba Juntos	On-the-Job Training	$90,120	30	29	97%	26	22	85%	76%
Jewish Vocational Service	On-the-Job Training	$28,010	10	3	30%	8	1	13%	33%
No.California Service League	On-the-Job Training	$90,577	26	26	100%	19	15	79%	58%
Swords to Plowshares	On-the-Job Training	$70,000	20	5	25%	16	0	0%	0%
	Total	$1,159,621	313	283	90%	244	143	59%	51%

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MEMORANDUM

TO: RESEARCH & EVALUATION COMMITTEE **DATE:** JANUARY 31, 2002

FROM: PAMELA S. CALLOWAY

SUBJECT: PROPOSED EVALUATION CRITERIA FOR WELFARE TO WORK PROGRAMS (Agenda Item 6.b)

The Research and Evaluation Committee is asked to approve staff recommendations for evaluation criteria for contractor performance under the Welfare to Work funded programs.

BACKGROUND

An RFP/RFQ for Welfare to Work (WtW) funded employment, supportive and legal services was issued on March 23, 2001 which stipulated that subcontractors could be funded for a duration of 12-24 months with the opportunity to be extended for a maximum total of 36 months based upon performance.

While most subcontracts started July 1, 2001, there were a few which began after that date. Staff recommends that nine months of program activities be used to evaluate those programs that began in July. We wish to propose an evaluation of subcontractor performance to determine whether to increase or reduce the amount of the subcontracts and/or to extend or curtail their length.

WtW has undergone major changes in eligibility and funding. Beginning in April 1998 when there were 8,500 households in San Francisco receiving CalWORKS grants; in January 2002 when there were 5,100 households receiving grants or a 60% decline in under four years (this decline does not include CalWORKs households who receive retention services under our Career Advancement component). As a result of the weak economy, many businesses are reducing their workforce in a variety of ways; simultaneously there are budget reductions in WtW funds. The Department of Human Services (DHS) has proposed an 8% ($160,000) cut, as well as the elimination of the State Match funds from the Governor's budget in the amount of $347,000. This will result in a $507,000 budget reduction in WtW funds for fiscal year 2002-03. Evaluation criteria are needed to determine the manner in which these reductions are implemented.

Staff is seeking the guidance of the Research and Evaluation Committee to help establish and strengthen the following proposed evaluation criteria for WtW employment training, supportive services and legal services activities.

The evaluation period and criteria for some subcontractors may differ because some services do not require jobs as an outcome. Criteria should be based on the subcontracted goals.

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These proposed criteria are specific to the types of subcontracts solicited in the March 13, 2001 RFP/RFQ. In some cases job placement was not the outcome of the contract; for those contracts, job placement is not recommended as evaluation criteria.

RECOMMENDATION

Staff recommends the criteria listed below to begin your discussion on establishing evaluation criteria for the four different components of WtW program activity. Staff recommends that each subcontractor be evaluated individually based on the subcontract entered into with the PIC using the criteria established and approved by the Research and Evaluation Committee.

Job Training/Job Placement/Job Retention Component

1. The actual number of enrollments compared to the planned number of enrollments.
2. The actual number of completions compared to planned number of completions.
3. The actual number of placements compared to actual number of enrollments (60% minimum).
4. The actual placement rate compared to the planned placement rate. *
5. The proposed minimum wage for participants placed in jobs compared to the actual average wage achieved.
6. Actual compared to planned expenditures, timely submission of invoices, attendance forms, and other financial factors (i.e. audits, and other required paper work, etc).

**Each subcontractor has a planned placement rate negotiated in their contract.*

Career Advancement/Job Retention Component

1. 80% retained employment after 9 months.
2. 80% increase their income including hourly wage and health benefits.
3. 50% achieved skills enhancement objectives.

Supportive Services/Resilient Families Component

1. 40% sanction lifted by either reengagement back into CalWORKS and obtaining a new Employment Plan or obtaining an exemption from Welfare to Work.
2. 30% completed training or services as specified on their Employment Plan.
3. 15% placed into employment.
4. 10% retained employment for 270 days or more.

Legal Services Component

1. 65% positive resolution for those who obtain legal services.

Staff has developed a time line that would afford enough time to make recommendations based on the performance criteria recommended by the Research and Evaluation Committee to the Program Resources Committee whose meeting is scheduled for April 2, 2001. These criteria would be used by the PRC for the continuation and/or reduced funding of service providers in the fiscal year 2002-03 beginning July 1, 2002.

cc: PIC Staff
DHS Staff
WtW Subcontractors

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WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

MINUTES FOR THE FEBRUARY 7, 2002 MEETING OF THE RESEARCH AND EVALUATION COMMITTEE OF THE WORKFORCE INVESTMENT SAN FRANCISCO BOARD

PRESENT:
Michael Blecker, Mary Edington, Robert Gabriner, Curt Kirschner, Aileen Hernandez (10:25), and Brian Murphy.

ABSENT:
Irene Agnos, Sandra Hernandez, Andrea Jones, John Killacky, Victor Revenko, Marion Standish, and Tiana Wertheim.

STAFF:
Brenda Brown, Pamela Calloway, Ana Chamorro, Joyce Crum, Wes Dixon, Amanda Feinstein, Mary Fernandez, Karen Hart, Raymond Holland, Mike Peters, Kimberly Low, Rick Mena, Jeffrey Scarcello, Robert Schwab, Steve Weaver, Linda Wong.

GUESTS (AS EVIDENCED ON THE SIGN-IN SHEET):
Stephen Bingham, Dan Brajkovich, Larry Braynen, Ruth Cueto, Devra Edelman, Wanjala Khisa, Henry Lau, Karen Levine, Leslie Luttgens, Julie Lewis, Tony Lugo, Briana Moore, Nancy Rynd, Allison Smith, Gerry Souzis, Kevin Stange, Elizabeth Toups.

The meeting was convened at 10:10 a.m. A quorum was not reached.

Chair Murphy briefly went over the agenda items. Mr. Murphy asked if there was any public testimony on non-agenda items. He noted that public testimony will also be taken at the time of the agenda item. There were none. Mr. Murphy moved on to the next discussion item – research agenda development.

Research Agenda Development

Chair Murphy provided background for this item. When the Committee first met, the Executive Committee charged the Committee with responsibilities for two general areas. One was the evaluation criterion according to which performance will be judged for contractors providing services. The second is the development of a research agenda for the WIB as a whole. This Committee is charged with making proposals regarding what research will be important for the WIB to have. The three items presented represented three different elements. The first elements reflect the beginning of a consultation process with the CCA. Chair Murphy asked Jim Kennedy and Michael Blecker to say something on the process.

CCA Consultation

At the first meeting staff were directed to poll contracting agencies on what should be included on a research agenda. Staff consulted with the CCA Steering Committee on December 6, 2001. Mr. Jim Kennedy reported from that meeting. Five Topics were suggested:

1. Compile and analyze existing employment & training "best practices";
2. Research on the employers who currently use the SF's workforce development system;
3. How to inform the public on the impact of the workforce development system;
4. Improve the efficiencies of the One Stop electronic infrastructure system; and

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5. Customer's input on the WIB system.

Aileen Hernandez established the quorum at 10:25 a.m.

Michael Blecker commented on the amount of paperwork and reporting required of the service providers. He wondered what happens to the paperwork turned in by the providers and asked if they are useful. He commented that perhaps the "best practices" would eliminate some paperwork. Also, especially in the homeless area, there is a lack of understanding about the cost of serving people with multiple barriers. There is a tremendous disconnect between the bodies that are involved. "Money being poured in...with no results."

Chair Murphy announced that a quorum had been established.

Motion to adopt the agenda.
Moved by Mary Edington and seconded by Aileen Hernandez.
Ayes: Michael Blecker, Mary Edington, Robert Gabriner, Curt Kirschner, and Aileen Hernandez.
Nays: None.
Abstentions: None.
Motion passed.

Motion to adopt the November 8, 2001 Meeting Minutes.
Moved by Mary Edington and seconded by Aileen Hernandez.
Ayes: Michael Blecker, Mary Edington, Robert Gabriner, Curt Kirschner, and Aileen Hernandez.
Nays: None.
Abstentions: None.
Motion passed.

Dr. Murphy welcomed new members, Curt Kirschner and Robert Gabriner. Dr. Murphy provided some background on the discussion of the research agenda. The questions are:

- What would you want to know to better use the scarce resources?
- What kind of research would be helpful for developing a research agenda?

The upcoming presentation by Amanda Feinstein would help the Committee to better understand who the "players" are in the system and what their roles are, stated Dr. Murphy.

Mr. Kirschner suggested taking a limited view would be a more noble cause. He discouraged broad questions, which could lead to accomplishing very little.

Ms. Hernandez had a different perspective. She reminded the Committee that the WIB's responsibility is advocacy. She said that, in our country, we tend to divide everything by dollars. She said that there are different people that we serve. She would like to take an approach that would deal with broader issues. She suggested that the Committee needs to understand the cost to society if the WIB didn't provide what it does. She stated that we have to go beyond what presently is to create what ought to be.

Dr. Murphy stated that the WIB sees itself as acting outside the confines of WIA dollars. The WIB as a whole has a broader agenda but the question of how to use scarce dollars is more important. He suggested identifying some research topics within this broad agenda that would be useful.

Ms. Edington suggested a long-term policy and immediate focus on the CCA's number 5: customer satisfaction with our services. She suggested that the committee should focus on the end goal, which is to satisfy our customers in the workforce development system.

Dr. Murphy suggested a third item: a comprehensive map of what is already done in the City. He repeated the three broad focuses:

1. A directive to staff to begin looking at a combination of best practices and productivity analysis that can be brought back to the committee as an information item. This would address Mr. Becker's concern to make better public knowledge of what's out there.
2. Staff to present on the data collected, and to deduce what data is good and not good.
3. Resource Mapping

Mr. Gabriner asked if there were any feedback on customer satisfaction. Mr. Dixon replied that the state plans to look into this issue; he added that nothing is formal. Mr. Gabriner stated that system building is needed but must be simple and direct because the resources are not available. He stated that he supported ingenius devices to retrieve the feedback. He suggested keeping "lack of resources" as a primary issue.

Mr. Blecker emphasized the there is a need to understand what it takes to serve people in need. He suggested that the WIB should "flex their muscles" to prevent cuts in Washington.

Chair Murphy suggested compiling a "wish list" of things that the Committee desire to see in a research agenda but cannot afford even through external funds. He asked staff to bring to the Committee a list of research topics that this Committee would ratify as being relevant and important.

Dr. Murphy suggested that the staff work with CCA to discuss the customer satisfaction issues. Mr. Gabriner suggested to have the next CCA agenda set aside twenty to thirty minutes to collect the data on what the providers are doing and report back to the Committee.

Resource Mapping Project Update

Amanda Feistein presented an update of the resource mapping project. Ms. Feinstein reminded the Committee that at the joint Program Resources Committee and Research and Evaluation Committee meeting on November 8, 2001, they, along with the Committee of Community Agencies, initiated a project to develop a "Resource Map" of adult training services in San Francisco.

She explained that the objective of this mapping exercise is to centrally collect and clearly present a comprehensive picture of where workforce development resources are invested, and what vocational training services are currently available in San Francisco. The Map will also include an analysis of current training capacity compared to projected labor force needs across various employment sectors.

A survey was sent to approximately 100 community-based organizations that receive public funding and private post-secondary schools from the State's Eligible Training Providers List. The survey and summary of the project and a matrix of "Major Issues" was provided to the Committee and the public in their packet.

Ms. Feinstein introduced Kevin Stange, who is working on this project with her. Mr. Stange presented the "Resource Mapping of Adult Employment Training Services in San Francisco." The Presentation was as follows:

Goals
- Orient WISF and community on adult employment training services landscape
- Identify gaps and redundancies of services
- Plan for future allocation of WISF resources

Key Questions
- What training services are being provided?
- How are these services funded?
- Who is being served?
- What partnerships support these services?
- Are training services aligned with employer needs?

Deliverables
- Extensive mapping of training landscape to support WISF orientation and decision-making
- One-page guides to CBOs and sector
- Active database of CBOs providing training for future reference and analysis (collaborate with One-Stop committee)

Three Categories of Providers
- Community-based Organizations
- Public colleges
- Public agencies

Mr. Stange explained that public colleges and public agencies are in the process of solicitation.

Mr. Stange referred the Members and the public to the last page of the presentation: "Major Issues Addressed". This project will attempt to address these issues. He asked for guidance from the Committee on whether these issues are appropriate or if there are some issues not stated and need to be addressed.

San Francisco Information Technology Consortium

Amanda Feinstein gave an overview of the Consortium. She referred to the handouts given to the Committee and public.

Evaluation Criteria

Pamela Calloway gave an overview of the staff recommendation for evaluating contractor performance for WIA Adult formula grant. She informed the Committee that the evaluations of the contract compliance and performance data are the basis for determining which subcontractors should continue to receive WIA funding next year.

The staff recommended that twenty-one months of performance data (July 1, 2000 to March 30, 2002) be used to evaluate WIA adult contractors based on the criteria listed below:
1. Actual number of enrollments compared to planned number of enrollments;
2. Actual number of placements compared to planned number of placements;
3. Placement rate (percent of exits that are placements);

4. Minimum proposed wage rate (for participants placed in jobs) compared to actual average wage rate achieved (dollars per hour);
5. Selected characteristics of participants served in comparison to proposed special targeted populations with multiple barriers; and
6. Actual expenditures compared to planned expenditures and other financial factors (i.e. audits, timely submission of invoices and other required paper work, etc.).

Ms. Calloway also gave a brief overview of staff recommendations for the evaluation criteria for contractor performance for WtW formula funds.

Staff recommended that each WtW subcontractor be evaluated individually based on the subcontract entered into with the PIC using the following four different components of WtW program activity:

Job Training/Job Placement/Job Retention Component

1. The actual number of enrollments compared to the planned number of enrollments.
2. The actual number of completions compared to planned number of completions.
3. The actual number of placements compared to actual number of enrollments (60% minimum).
4. The actual placement rate compared to the planned placement rate. *
5. The proposed minimum wage for participants placed in jobs compared to the actual average wage achieved.
6. Actual compared to planned expenditures, timely submission of invoices, attendance forms, and other financial factors (i.e. audits, and other required paper work, etc).

**Each subcontractor has a planned placement rate negotiated in their contract.*

Career Advancement/Job Retention Component

1. 80% retained employment after 9 months.
2. 80% increase their income including hourly wage and health benefits.
3. 50% achieved skills enhancement objectives.

Supportive Services/Resilient Families Component

1. 40% sanction lifted by either reengagement back into CalWORKS and obtaining a new Employment Plan or obtaining an exemption from Welfare to Work.
2. 30% completed training or services as specified on their Employment Plan.
3. 15% placed into employment.
4. 10% retained employment for 270 days or more.

Legal Services Component

1. 65% positive resolution for those who obtain legal services.

Mr. Blecker stated that the Committee should know more about what the subcontractors do. Ms. Hernandez added that there are problems in the data and ask that the Program Resources Committee pay attention to the substance of the program description and self-evaluation rather than focusing on the numbers.

Motion to adopt staff recommendations for WIA evaluation criteria.
Moved by Aileen Herenadez and seconded by Mary Edington.
Ayes: **Michael Blecker, Mary Edington, Robert Gabriner, Curt Kirschner, and Aileen Hernandez.**
Nays: **None.**
Abstentions: None.
Motion passed.

Motion to adopt staff recommendations for WtW evaluation criteria.
Moved by Mary Edington and seconded by Aileen Hernadez
Ayes: **Michael Blecker, Mary Edington, Robert Gabriner, Curt Kirschner, and Aileen Hernandez.**
Nays: **None.**
Abstentions: None.
Motion passed.

It was the wish of the Committee to be on record, and to refer this record to the Program Resources Committee, that in the development of subsequent contractors in all WIA programs, whether they be cost reimbursement or individual referral, that attention be paid, beyond the formality of the data, to account the providers' services, the labor market in San Francisco, and any connection with First Source hiring.

The meeting was adjourned at 12:12 p.m.

WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

58

02

NOTICE OF A PUBLIC MEETING
OF THE
WORKFORCE INVESTMENT SAN FRANCISCO BOARD

RESEARCH AND EVALUATION COMMITTEE (REC)

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Time:	10:00 a.m. – Noon
Location:	SF Community College District Office Auditorium 33 Gough Street San Francisco CA 94103

PROPOSED AGENDA APPEARS ON THE REVERSE SIDE

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Sunshine Ordinance Task Force
City Hall, Room 244
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San Francisco, CA 94102-4683
415-554-7724 Fax: 415-554-5163
E-mail: donna_hall@ci.sf.ca.us

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OTHER ACCOMMODATIONS

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Issued: Wednesday, April 24, 2002

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PROPOSED AGENDA

1. Adoption of the Agenda (Action Item)
2. Adoption of the February 5, 2002 Meeting Minutes (Action Item)**
3. Public Testimony (Discussion Item)
4. Selection of Vice Chair (Action Item)
5. Research Agenda Development (Information Item)
   a. Update: Resource Mapping Project
6. Evaluation Criteria
   a. Proposed evaluation criteria for Homeless Employment Collaborative Programs (Action Item)*
   b. Proposed evaluation criteria for Refugee Programs (Action Item)*
7. Public Testimony on Non-agenda Items (Discussion Item)
8. Future Agenda Items (Discussion Item)
9. Adjournment (Action Item)

**Materials enclosed*
*** Materials to follow*

PRIVATE INDUSTRY COUNCIL
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MEMORANDUM

TO: RESEARCH AND EVALUATION COMMITTEE **DATE:** APRIL 18, 2002

FROM: PAMELA S. CALLOWAY

SUBJECT: PROPOSED EVALUATION CRITERIA FOR THE HOMELESS EMPLOYMENT COLLABORATIVE (HEC) YEAR SIX PROGRAMS (Agenda Item # 6)

BACKGROUND

The HEC began its sixth year of program operations on October 1, 2001 with ten subcontractors, eight of which are in their sixth year (since 1996) of providing employment training for homeless individuals and two are in their fifth year (since 1997). The ten HEC subcontractors are:

Arriba Juntos
Catholic Charities St. Joseph's Village
Central City Hospitality House
Community Housing Partnership
Episcopal Community Services Skills Center
Goodwill Industries
Mission Hiring Hall/SOMEC
No. California Service League
Swords to Plowshares
Toolworks Inc.

HEC SUBCONTRACTOR PROGRAM EVALUATION

The PIC staff recommends that criteria used for evaluating the Year Six HEC subcontractors' performance be based on their achievements in the nine-month period October 1, 2001 to June 30, 2002.

Specifically the PIC staff recommends that the subcontractors be evaluated on the basis of their actual outcomes versus planned nine-month contract goals and on the basis of a subcontractor Self-Evaluation Report on their nine-month program performance.

ACTUAL OUTCOMES VERSUS PLANNED GOALS

In the subcontract of each HEC proponent there is a monthly schedule of enrollments, placements and other positive terminations, with numerical goals to be accomplished month by month over the twelve month period of the subcontract. The HEC

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subcontractors can see where they are scheduled to be at any point in time to reach their annual contract goals. The subcontractor determines these monthly goals with the PIC staff during subcontract negotiations.

The PIC staff recommends that the WIB evaluate the HEC Subcontractor's nine-month program performance on the basis of how close they come to the sum of their numerical goals for enrollments, placements and other positive terminations as of June 30, 2002. The PIC staff recommends that the minimum acceptable performance be 70% of the sum of their planned nine-month goals. We will also be able to compare the subcontractors' nine-month Year Six performance to their twelve-month Year Five performance. The format for the nine-month and the twelve-month reports are attached for your information.

SELF EVALUATION REPORT

To put the actual versus planned data into perspective the subcontractors will be asked to submit in writing a self-evaluation of their program's nine-month performance in regard to their subcontract's nine-month goals.

When a subcontractor fails to reach the minimum acceptable performance standards of their subcontract, there may be legitimate reasons for their inability to do so. Often subcontractors experience unforeseen problems in recruiting eligible participants or the job market for entry-level jobs that homeless individuals historically are capable of filling suddenly changes. These factors are generally due to circumstances beyond the subcontractors' control but need to be taken into consideration in judging program performance.

At any rate the Self-Evaluation Report gives a subcontractor a chance to document whatever difficulties they have faced in meeting their contract goals for the Program Resources Committee to consider in determining continued funding for HEC Year Seven. The format for the Self Evaluation Report is attached for your information.

Staff hopes to use the actual versus planned data and the Self Evaluation Reports to make recommendations to the Program Resources Committee at its meeting scheduled on August 6, 2002 for the continuation and/or reduced funding of HEC subcontractors for the Year Seven HEC program that starts on October 1, 2002.

Staff will be present at your next meeting on Thursday May 2, 2002 at 10:00 a.m. in the Community College District Office Auditorium, 33 Gough St. to answer any questions.

Attachments

cc: HEC Subcontractors
PIC Staff

HEC YEAR SIX
NINE MONTH PROGRAM PERFORMANCE
October 1, 2001 to June 30, 2002

HEC Subcontractor	ENROLMENTS			PLACEMENTS			POS. TERMINATIONS			TOTAL		
	Actual	Plan	% of Plan	Actual	Plan	% of Plan	Actual	Plan	% of Plan	Actual	Plan	% of Plan
Arriba Juntos	0	68	0.00%	0	32	0.00%	0	9	0.00%	0	109	0.00%
Catholic Charities St. Joseph's Village	0	30	0.00%	0	10	0.00%	0	1	0.00%	0	41	0.00%
Central City Hospitality House	0	24	0.00%	0	6	0.00%	0	3	0.00%	0	33	0.00%
Community Housing Partnership	0	66	0.00%	0	34	0.00%	0	6	0.00%	0	106	0.00%
Episcopal Community Services	0	63	0.00%	0	7	0.00%	0	25	0.00%	0	95	0.00%
Goodwill Industries	0	25	0.00%	0	7	0.00%	0	5	0.00%	0	37	0.00%
Mission Hiring Hall/SOMEC	0	31	0.00%	0	14	0.00%	0	4	0.00%	0	49	0.00%
No. California Service League	0	75	0.00%	0	44	0.00%	0	10	0.00%	0	129	0.00%
Swords to Plowshares	0	33	0.00%	0	20	0.00%	0	0	#DIV/0!	0	53	0.00%
Toolworks, Inc.	0	15	0.00%	0	11	0.00%	0	1	0.00%	0	27	0.00%
Total HEC	0	430	0.00%	0	185	0.00%	0	64	0.00%	0	679	0.00%

HEC YEAR FIVE
TWELVE MONTH PROGRAM PERFORMANCE
October 1, 2000 to September 30, 2001

HEC Subcontractor	ENROLMENTS			PLACEMENTS			POS. TERMINATIONS			TOTAL		
	Actual	Plan	% of Plan	Actual	Plan	% of Plan	Actual	Plan	% of Plan	Actual	Plan	% of Plan
Arriba Juntos	65	65	100.00%	18	35	51.00%	8	10	80.00%	91	110	**83.00%**
Catholic Charites	27	30	90.00%	13	16	81.00%	4	2	200.00%	44	48	**92.00%**
Central City Hospitality House	30	25	120.00%	7	7	100.00%	3	7	43.00%	40	39	**103.00%**
Community Housing Partnership	70	75	93.00%	36	42	86.00%	5	18	28.00%	111	135	**82.00%**
Episcopal Community Services	72	75	96.00%	2	10	20.00%	51	35	146.00%	125	120	**104.00%**
Goodwill Industries	25	25	100.00%	7	13	54.00%	5	5	100.00%	37	43	**86.00%**
Mission Hiring Hall/SOMEC	29	30	97.00%	13	18	72.00%	5	6	83.00%	47	54	**87.00%**
No. California Service League	108	100	108.00%	73	55	133.00%	10	15	67.00%	191	170	**112.00%**
Swords to Plowshares	20	40	50.00%	19	25	76.00%	0	2	0.00%	39	67	**58.00%**
Toolworks, Inc.	12	15	80.00%	8	11	73.00%	0	1	0.00%	20	27	**74.00%**
Total HEC	458	480	95.00%	196	232	84.00%	91	101	90.00%	745	813	**92.00%**

4/18/02

PRIVATE INDUSTRY COUNCIL
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MEMORANDUM

DRAFT **DRAFT**

TO: HEC SUBCONTRACTORS **DATE:** (xxx), 2002

FROM: JIM KENNEDY, HEC PROGRAM COORDINATOR

SUBJECT: HOMELESS EMPLOYMENT COLLABORATIVE (HEC) YEAR SIX SELF-EVALUATION REPORT

The staff of the Private Industry Council of San Francisco Inc. (PIC) is preparing to make recommendations to the WIB Program Resources Committee (PRC) of the Workforce Investment San Francisco (WISF) Board for funding for the Year Seven HEC Program Year, which starts on October 1. 2002. To assist the PIC staff and the PRC please submit a Self-Evaluation Report on your agency stationery, addressing the topics below, to the HEC program coordinator on or before (xxx), 2002. Please limit your response to no more than three pages.

1. **PROGRAM DESIGN:** Describe how your program is designed specifically for the segment of the homeless population your agency serves and your agency's history and experience with this kind of program and this particular population.

2. **RECRUITMENT AND JOB PLACEMENT:** Discuss any problems you have encountered in recruiting homeless individuals for your HEC program and placing them into unsubsidized employment after training.

3. **YEAR SIX SUBCONTRACT GOALS:** Discuss your nine-month actual outcomes compared to your nine-month planned contract goals for enrollments, placements and other positive terminations.

4. **OTHER COMMENTS:** Include any other comments or suggestions you would like to make regarding your HEC program.

Submitted by agency representative: _____

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MEMORANDUM

TO: RESEARCH AND EVALUATION COMMITTEE **DATE:** APRIL 25, 2002

FROM: PAMELA S. CALLOWAY, PRESIDENT

SUBJECT: PROPOSED EVALUATION CRITERIA FOR REFUGEE PROGRAMS (Agenda Item 6b)

BACKGROUND

The San Francisco Private Industry Council, Inc. (PIC) currently funds five agencies with Refugee Employment Social Services (RESS) and Targeted Assistance (TA) formula monies.

- Jewish Vocational Service (JVS) and Catholic Charities/Refugee Employment Assistance Program (REAP) operate employment programs.
- International Institute of San Francisco (IISF) and Jewish Family & Children's Services (JFCS) have programs that provide acculturation and social adjustment services to older (50+) refugees through RESS funds.
- The International Rescue Committee serves as the Central Intake Point (CIP) for refugee services.

JVS is responsible for both Employment Services (ES) and Vocational Training (VT) programs. It has two VT programs: Office Technology & Communication and Information Technology/Computer Aided Drafting & Design (IT/CAD). Both include concurrent Vocational English as a Second Language (VESL) training.

All ES programs are structurally alike; they provide concurrent English Language Training along with job search workshops, counseling, and job readiness training.

Performance Measures

The federal Office of Refugee Resettlement (ORR) requires all counties operating refugee employment service programs funded with Targeted Assistance (TA) and Refugee Employment Social Services (RESS) funds to establish goals for and report outcomes on six performance measures.

The ORR has not set any minimum standards for performance, but it has said that its goal is to see continuous improvement in each of these measures each year. The State Refugee Programs Branch (RPB) also has not set any standards. Locally, the goals for these measures are included in the Refugee County Plan each year. The Plan must be approved by the San Francisco County Board of Supervisors and be certified by the State RPB.

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Currently, the local goals for the six performance measures are:

- **Entered Employment (full/part time) = 57%**
  [Defined as "the entry of an active participant into unsubsidized employment for at least one day during the quarter." Full-time is 35 hours or more per week.] The measure is calculated by dividing the number of refugees placed in jobs by the number enrolled.
- **Cash Assistance Terminations due to Earnings = 60%**
  [The closing of a refugee recipient's cash assistance case – either TANF or Refugee Cash Assistance (RCA) or General Assistance (GA) – due to the refugee's earned income from employment.] Calculated by dividing the number of refugees who have their cash assistance terminated by the number of refugees on cash assistance who were placed in jobs.
- **Cash Assistance Reductions due to Earnings = 40%**
  [A reduction in the amount of a refugee's cash assistance due to earned income from employment.] Calculated by dividing the number of refugees who have their cash assistance reduced by the number of refugees on cash assistance who were placed in jobs.
- **Average Hourly Wage at Placement = $10**
- **Employment Retention = 75%**
  [Employed on the 90th day (after original job entry) at any unsubsidized job. A measure of continued participation in the labor market, not retention of a specific job.]
- **Entered Employment with Health Benefits = 75%**
  [A measure of how many jobs offer health benefits, either at placement or within six months of employment.] Calculated as a percentage of full-time jobs.

Continuous Review
All program performance is reviewed monthly. PIC produces monthly statistical reports that are sent to all subcontractors, the State Refugee Programs Branch (RPB), and the local Department of Human Services (DHS). PIC staff review the reports, and if warranted, discusses performance with appropriate subcontractor staff.

As in other PIC programs, the refugee subcontracts include a monthly schedule of enrollments and placements, with numerical goals to be accomplished month by month over the twelve-month period of the subcontract. The subcontractor negotiates these monthly goals with the PIC staff, and can see where they are scheduled to be at any point in time to reach their annual contract goals. All placements are scheduled to occur by the end of September each year.

Subcontractors submit quarterly narrative reports that address goals, and include corrective action plans if outcomes are lower than expected. PIC staff also conducts on-site monitoring visits to the agencies and reviews actual versus planned program performance.

RECOMMENDATIONS

PIC staff recommend that the criteria used for evaluating the refugee formula-funded subcontractors' performance be based on their achievements for the prior fiscal year's program, which began October 1, 2000, and for the first nine months of the current fiscal year, October 1, 2001 to June 30, 2002. PIC staff also recommend that the goals in the Refugee County Plan be used as guides in the evaluation. However, these goals only apply to employment programs; they do not apply to acculturation programs or to the CIP. The CIP has no numerical goals; acculturation programs only have a numerical goal for enrollments. It must also be understood that the number of cash assistance recipients referred to PIC employment programs is controlled by Department of Human Services (DHS) staff and the recipients, not by the subcontractors. Agencies may plan for a certain number of cash assistance terminations, but if they are not referred that number of recipients (or more), they will have no chance of meeting that goal. PIC staff also recommend that changes in the job market be taken into consideration; in a good year, we should expect more, in a recession, less.

Specifically, PIC staff recommend that the subcontractors be evaluated on the basis of their actual versus planned enrollments and placements and their actual entered employment rate, retention rate, and percentage of jobs with health benefits for the FY 2000 program, and actual versus planned enrollment and placement data for the first nine months of this year. Agencies' quarterly narrative reports on their nine-month program performance should also be taken into consideration. If the Committee would like, PIC Staff can also provide the fourth quarter reports from the last fiscal year.

Attached for your information are:

1. A blank *Participant Characteristics and Enrollment Schedule*
2. Sample Quarterly Narrative Report Request
3. Performance Tables (3) for FY 2000 contracts
4. Performance Tables (3) for FY 2001 contracts

PIC staff plan to make recommendations to the Program Resources Committee at its August 6, 2002 meeting for funding of refugee subcontractors for the year that starts on October 1, 2002. Recommendations for FY 2002 Refugee County Plan goals will be made then also.

PIC staff will be available at your May 2, 2002 meeting to answer any questions you may have. Please feel free to contact Karen Hart at 415-923-4260 should you have questions before the May 2 meeting.

Attachments

cc: Refugee Subcontractors
Dan Crawford, CDSS
DHS, PIC Staff

PARTICIPANT CHARACTERISTICS AND ENROLLMENT SUMMARIES

SUBCONTRACTOR: _____ SUBCONTRACT #: _____

PARTICIPANT CHARACTERISTICS ENROLLMENT GOALS

(Enter Number of Participants)

GENDER	Males		**COUNTRY OF ORIGIN**	Former Soviet Union	
	Females			Bosnia/Eastern Europe	
	Total			China/Southeast Asia	
				Middle East	
AGE	16 - 17			Africa	
	18 - 21			Cuba/Central America	
	22 - 44			**Total**	
	45 - 54				
	55+		**PUBLIC ASSISTANCE**	RCA	
	Total			TANF	
				GA	
ENGLISH PROFICIENCY	SPL 0 to 4			SSI	
	SPL 5+			**Total cash aid**	
	Total			No cash aid	
				Food Stamps	

PARTICIPANT ENROLLMENT SCHEDULE

(Enter Cumulative Number of Participants)

MONTH	TOTAL ENROLLED	TOTAL EMPLOYED	NOT EMPLOYED	EMPLOY W HLTH.BENE.	EMPLOYED 90 DAYS	GRANT REDUCT.	GRANT TERM.
OCTOBER							
NOVEMBER							
DECEMBER							
JANUARY							
FEBRUARY							
MARCH							
APRIL							
MAY							
JUNE							
JULY							
AUGUST							
SEPTEMBER							
OCTOBER							
NOVEMBER							
DECEMBER							

PRIVATE INDUSTRY COUNCIL
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MEMORANDUM

TO: REFUGEE PROGRAM SUBCONTRACTORS **DATE:** MARCH 29, 2002

FROM: KAREN HART, REFUGEE PROGRAM COORDINATOR

SUBJECT: SECOND QUARTER NARRATIVE REPORT

The Second Quarter Narrative Report for the period January 1, 2002 to March 31, 2002 is due on or before Wednesday, April 10, 2002. If your agency is responsible for more than one program, please complete a separate narrative report for each program (ES/VT/Acculturation, etc.) on your agency's letterhead. If you have an older refugee (50+) employment program, submit a separate report on that program too. Please discuss all relevant programmatic issues you faced in the past quarter, including the following:

1. **Goals:**

   Discuss your planned program goals and actual performance statistics for enrollments and employment entries. If you are not meeting or exceeding your goals, discuss possible reasons and solutions. Include quarterly statistics and cumulative to date figures.

   If you have any clients still active from the last fiscal year, please include a paragraph discussing their program/employment statuses.

2. **Administration:**

   Discuss any problems you encountered in the administration of your program: i.e., timely submittal of required paperwork and/or fiscal documents. List areas of concern for which you would like technical assistance or training workshops.

3. **Recruitment:**

   Discuss any participant recruitment your agency has done for your programs, including asylee recruitment.

4. **CalWORKs/PAES Issues**

   Discuss any issues that you feel need to be addressed, include specifics if possible.

5. **Other Comments/Suggestions:**

   Include any other comments or suggestions you would like to make regarding the refugee program.

Please submit your report(s) to me on or before

Wednesday, April 10, 2002.

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PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.
TITLE: 952 TA 2000
SUBCONTRACTOR PERFORMANCE SUMMARY - ACTUAL VS PLANNED
PERIOD: 10/01/2000 TO 03/31/2002

COMP ACRONYM	TOTAL SERVED ACT	PLAN	%	EMPLOYMENT ENTRY ACT	PLAN	%	EMP.ENTRY WITH HEALTH BENEFIT ACT	PLAN**	%	90 DAY EMP RETENTION ACT	PLAN	%	CASH REDUCTION ACT	PLAN	%	CASH TERMINATION ACT	PLAN	&	HOURLY WAGE	HOURS PWEEK	EMPLOYMENT RATE*
147A952P1 REAP-ES/ELT	60	83	72%	49	54	91%	17	40	43%	30	41	73%	0	9	0%	34	31	110%	$9.33	27.00	68%
160A952P1 AIRRC-ES/ELT	16	14	114%	4	11	36%	1	6	17%	4	8	50%	0	4	0%	3	7	43%	$8.73	40.00	25%
168A952P1 JVS-ES/ELT	67	63	106%	58	48	121%	30	22	136%	41	36	114%	4	19	21%	17	29	59%	$11.86	28.00	72%
168A952P11 JVS-ES/ELTO	29	35	83%	16	16	100%	5	14	36%	12	10	120%	0	5	0%	6	11	55%	$11.58	27.00	52%
263A952P1 RT-ES/ELT	7	29	24%	0	20	0%	0	15	0%	0	16	0%	0	8	0%	0	12	0%	N/A	N/A	0%
TOTAL ES	179	224	80%	127	149	85%	53	97	55%	87	111	78%	4	45	9%	60	90	67%	$10.75	27.87	60%
168A952H11 JVS-VT/CAD	24	27	89%	18	21	86%	8	10	80%	10	16	63%	1	2	50%	2	13	15%	$12.58	31.00	63%
168A952H12 JVS-VT/OTC	27	30	90%	20	24	83%	15	18	83%	15	18	83%	1	9	11%	5	15	33%	$10.53	31.00	63%
TOTAL VT	51	57	89%	38	45	84%	23	28	82%	25	34	74%	2	11	18%	7	28	25%	$11.50	31.00	63%
TOTAL ES/VT	230	281	82%	165	194	85%	76	125	61%	112	145	77%	6	56	11%	67	118	57%	$10.92	28.59	61%

Employment Entry Full Time: 91 Part Time: 74

*number of unduplicated refugees obtaining employment vs. number of enrollees.

** 12 Month Plan

Attachment 3

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.
TITLE: 951 RESS 2000
SUBCONTRACTOR PERFORMANCE SUMMARY - ACTUAL VS PLANNED
PERIOD: 10/01/2000 TO 03/31/2002

COMP ACRONYM	TOTAL SERVED ACT	PLAN	%	EMPLOYMENT ENTRY ACT	PLAN	%	EMP.ENTRY WITH HEALTH BENEFIT ACT	PLAN**	%	90 DAY EMP RETENTION ACT	PLAN	%	CASH REDUCTION ACT	PLAN	%	CASH TERMINATION ACT	PLAN	&	HOURLY WAGE	HOURS PWEEK	EMPLOYMENT RATE*
147A951G1/J1 REAP-IR/OJT	25	25	100%	15	20	75%	3	14	21%	5	16	31%	8	6	133%	3	10	30%	$12.41	37.87	60%
TOTAL IR/OJT	25	25	100%	15	20	75%	3	14	21%	5	16	31%	8	6	133%	3	10	30%	$12.41	37.87	60%
245A951S1 IISF-A/SAS	194	187	104%	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	N/A	N/A	0%
263A951S1 RT-A/SAS	30	74	41%	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	N/A	N/A	0%
TOTAL A/SAS	224	261	86%	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	N/A	N/A	0%
TOTAL IR/OJT&A/SAS	249	286	87%	15	20	75%	3	14	21%	5	16	31%	8	6	133%	3	10	30%	$12.41	37.87	6%

Employment Entry Full Time: 4 Part Time: 11

*number of unduplicated refugees obtaining employment vs. number of enrollees.

** 12 Month Plan

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.
FFY 2000 REFUGEE
ES,IR,OJT,VT PROGRAM COMPARISON
PERIOD: 10/01/2000 TO 03/31/2002

COMP ACRONYM	TOTAL SERVED ACT	PLAN	%	EMPLOYMENT ENTRY ACT	PLAN	%	EMP.ENTRY WITH HEALTH BENEFIT ACT	PLAN**	%	90 DAY EMP RETENTION ACT	PLAN	%	CASH REDUCTION ACT	PLAN	%	CASH TERMINATION ACT	PLAN	&	HOURLY WAGE	HOURS PWEEK	EMPLOYMENT RATE*
ES TA	179	224	80%	127	149	85%	53	97	55%	87	111	78%	4	45	9%	60	90	67%	$10.75	27.87	60%
IR/OJT RESS	25	25	100%	15	20	75%	3	14	21%	5	16	31%	8	6	133%	3	10	30%	$12.41	37.87	60%
TOTAL IR/OJT	25	25	100%	15	20	75%	3	14	21%	5	16	31%	8	6	133%	3	10	30%	$12.41	37.87	60%
VT TA	51	57	89%	38	45	84%	23	28	82%	25	34	74%	2	11	18%	7	28	25%	$11.50	31.00	63%
TOTAL TA	51	57	89%	38	45	84%	23	28	82%	25	34	74%	2	11	18%	7	28	25%	$11.50	31.00	63%
GRAND TOTAL ES,IR,OJT,VT	255	306	83%	180	214	84%	79	139	57%	117	161	73%	14	62	23%	70	128	55%	$11.05	29.36	61%

Employment Entry Full Time: 95 Part Time: 85

*number of unduplicated refugees obtaining employment vs. number of enrollees.

** 12 Month Plan

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.
TITLE: 952 TA 2001
SUBCONTRACTOR PERFORMANCE SUMMARY - ACTUAL VS PLANNED
PERIOD: 10/01/2001 TO 03/31/2002

COMP ACRONYM	TOTAL SERVED ACT	PLAN	%	EMPLOYMENT ENTRY ACT	PLAN	%	EMP.ENTRY WITH HEALTH BENEFIT ACT	PLAN	%	90 DAY EMP RETENTION ACT	PLAN	%	CASH REDUCTION ACT	PLAN	%	CASH TERMINATION ACT	PLAN	%	HOURLY WAGE	HOURS PWEEK	EMPLOYMENT RATE*
147B952G2/J2 REAP-IR/OJT	7	8	88%	0	1	0%	0	6	0%	0	0	N/A	0	0	N/A	0	0	N/A	N/A	N/A	0%
168B952G2/J2 JVS-IR/OJT	9	10	90%	1	1	100%	0	6	0%	0	0	N/A	0	0	N/A	1	0	INF	$9.00	12.00	11%
TOTAL IR/OJT	16	18	89%	1	2	50%	0	12	0%	0	0	N/A	0	0	N/A	1	0	INF	$9.00	12.00	6%
160B952P2 AIRRC-ES/ELT	2	6	33%	0	1	0%	0	5	0%	0	0	N/A	0	0	N/A	0	0	N/A	N/A	N/A	0%
168B952P2 JVS-ES/ELT	23	30	77%	9	18	50%	5	24	21%	3	1	300%	0	0	N/A	2	0	INF	$12.24	31.00	35%
168B952P21 JVS-ES/ELTO	11	15	73%	1	5	20%	0	10	0%	0	1	0%	0	0	N/A	0	0	N/A	$15.00	20.00	9%
TOTAL ES	36	51	71%	10	24	42%	5	39	13%	3	2	150%	0	0	N/A	2	0	INF	$12.51	12.51	25%
168B952H21 JVS-VT/IT	16	19	84%	3	3	100%	2	8	25%	0	0	N/A	0	0	N/A	0	0	N/A	$20.67	25.00	13%
168B952H22 JVS-VT/OTC	18	15	120%	2	0	INF	1	16	6%	0	0	N/A	0	0	N/A	0	0	N/A	$10.75	18.00	11%
TOTAL VT	34	34	100%	5	3	167%	3	24	13%	0	0	N/A	0	0	N/A	0	0	N/A	$16.70	22.20	12%
TOTAL IR,OJT,ES,VT	86	103	83%	16	29	55%	8	75	11%	3	2	150%	0	0	N/A	3	0	INF	$13.60	46.71	16%

Employment Entry Full Time: 6 Part Time: 10

*number of unduplicated refugees obtaining employment vs. number of enrollees.

Attachment 4

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.
TITLE: 951 RESS 2001
SUBCONTRACTOR PERFORMANCE SUMMARY - ACTUAL VS PLANNED
PERIOD: 10/01/2001 TO 03/31/2002

COMP ACRONYM	TOTAL SERVED ACT	PLAN	%	EMPLOYMENT ENTRY ACT	PLAN	%	EMP.ENTRY WITH HEALTH BENEFIT ACT	PLAN	%	90 DAY EMP RETENTION ACT	PLAN	%	CASH REDUCTION ACT	PLAN	%	CASH TERMINATION ACT	PLAN	%	HOURLY WAGE	HOURS PWEEK	EMPLOYMENT RATE*
147B951P2 REAP-ES/ELT	28	26	108%	6	8	75%	1	24	4%	1	2	50%	0	3	0%	0	1	0%	$10.64	24.00	18%
TOTAL ES	28	26	108%	6	8	75%	1	24	4%	1	2	50%	0	3	0%	0	1	0%	$10.64	24.00	18%
245B951S2 IISF-A/SAS	53	60	88%	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	N/A	N/A	0%
271B951S2 JFCS-A/SAS	23	48	48%	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	N/A	N/A	0%
TOTAL A/SAS	76	108	70%	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	N/A	N/A	0%
TOTAL ES&A/SAS	104	134	78%	6	8	75%	1	24	4%	1	2	50%	0	3	0%	0	1	0%	$10.64	24.00	5%

Employment Entry Full Time: 2 Part Time: 4

*number of unduplicated refugees obtaining employment vs. number of enrollees.

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.
FFY 2001 REFUGEE
ES,IR,OJT,VT PROGRAM COMPARISON
PERIOD: 10/01/2001 TO 03/31/2002

COMP ACRONYM	TOTAL SERVED ACT	PLAN	%	EMPLOYMENT ENTRY ACT	PLAN	%	EMP.ENTRY WITH HEALTH BENEFIT ACT	PLAN	%	90 DAY EMP RETENTION ACT	PLAN	%	CASH REDUCTION ACT	PLAN	%	CASH TERMINATION ACT	PLAN	%	HOURLY WAGE	HOURS PWEEK	EMPLOYMENT RATE*
TOTAL ES	64	77	83%	16	32	50%	6	63	10%	4	4	100%	0	3	0%	2	1	200%	$11.81	36.51	22%
TOTAL IR/OJT	16	18	89%	1	2	50%	0	12	0%	0	0	N/A	0	0	N/A	1	0	INF	$9.00	12.00	6%
TOTAL VT	34	34	100%	5	3	167%	3	24	13%	0	0	N/A	0	0	N/A	0	0	N/A	$16.70	22.20	12%
GRAND TOTAL ES,IR,OJT,VT	114	129	88%	22	37	59%	9	99	9%	4	4	100%	0	3	0%	3	1	300%	$12.80	70.71	17%

Employment Entry Full Time: 8 Part Time: 14

*number of unduplicated refugees obtaining employment vs. number of enrollees.

WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

DRAFT MINUTES OF THE
MAY 2, 2002 MEETING OF THE
RESEARCH AND EVALUATION COMMITTEE OF THE
WORKFORCE INVESTMENT SAN FRANCISCO BOARD

The meeting was held in the Auditorium of San Francisco Community College District Office located at 33 Gough Street in San Francisco, California 94103.

PRESENT:
Mary Edington, Aileen Hernandez, Curt Kirschner, and Brian Murphy

ABSENT:
Michael Blecker, Robert Gabriner, Sandra Hernandez, Andrea Jones, John Killacky, Marion Standish, and Tiana Wertheim

STAFF:
Elizabeth Cano, Alice Chiu, Wes Dixon, Karen Hart, and Jim Kennedy

PUBLIC:
Donna Feingold, Carol Lamont, Henry Lau, Leslie Luttgens, Maria Olivares, Luther Richert, Gerry Souzis, Kevin Stange, and Elizabeth Toups

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The meeting was convened at 10:00 A.M. No quorum was established.

Chair Murphy invited public testimony throughout the meeting.

Agenda 5 – Research Agenda Development

Kevin Stange presented an update of the Resource Mapping Project. To view the presentation, please visit the PIC's website at www.picsf.org. The presentation contained the most recent data gathered and analyzed regarding the contractors with DHS and proprietary schools in an effort to comprehensively map the provision of job training in the City and match or mismatch with the available low-income jobs. The project will help determine if programs are training people for the appropriate and available jobs.

Chair Murphy shared that San Mateo County did research on job growth, which showed job growth in business services and surprisingly no growth in IT or the high tech industry. Also at Hayward State University, an economist did an analysis of entry-level employment. In a thirty-day window set by the researcher, it showed that none of the entry-level jobs of the nineteen biggest employers had been filled by anyone with less than a bachelor's degree even though these jobs were advertised with the requirement of a high school diploma only.

Chair Murphy distributed executive summaries of the report done by the San Francisco Urban Institute and the San Francisco Human Services Network. Interestingly, the financial data was consistent in both of the reports – Mr. Stange's and Mr. Murphy's.

Agenda Item 6A – Evaluation Criteria for HEC programs

Jim Kennedy presented an overview of the evaluation criteria for the Homeless Employment Collaborative (HEC) programs. To view the proposed evaluation criteria, please visit the PIC's website at www.picsf.org. Staff recommended that subcontractor's performance be based on

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their achievements in the nine-month period (October 1, 2001 to June 30, 2002), specifically on the basis of their actual outcomes versus planned nine-month contract goals and on the basis of a subcontractor Self-Evaluation Reports on their nine-month program performance. If approved by the Committee, staff will use the criteria to make recommendations to the Program Resources Committee for the continuation and/or reduced funding of HEC subcontractors for the Year Seven HEC program that starts on October 1, 2002.

On the Self Evaluation Report, Chair Murphy added the question, "Describe the nature of your collaboration with other agencies in the HEC and any positive examples".

Curt Kirschner expressed his concern that subcontractors would be penalized by a numerical cutoff of 70%. Mr. Kirschner asked that the term "70% minimum acceptable performance" be changed to " 70% target acceptable performance". Mr. Murphy suggested that those who do not meet the 70% level should provide an explanation in their self-evaluation report.

Agenda Item 6B – Evaluation Criteria for Refugee programs

Karen Hart presented an overview of the evaluation criteria for the Refugee programs. To view the proposed evaluation criteria, please visit the PIC's website at www.picsf.org. Staff recommended that subcontractor's performance be based on their achievements in the prior fiscal year's program, which began October 1, 2000, and for the first nine months of the current fiscal year (October 1, 2001 to June 30, 2002), specifically on the basis of their actual versus planned enrollment and placement data for the first nine months of this year. Agencies' quarterly narrative reports on their nine-month program performance should be taken into consideration. It is also recommended that the goals in the Refugee County Plan be used as guidelines, and changes in the job market be taken into consideration.

Chair Murphy asked that the subcontractors be evaluated using the goals as standards/performance levels and if the subcontractors did not meet the goals, they should provide a narrative report explaining why they did not meet goals. The Committee agreed.

Curt Kirschner requested clearer and user-friendly graphs and/or presentation of data.

Chair Murphy asked for public testimony on non-agenda items. There was none.

Meeting was adjourned at 12 Noon.

WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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NOTICE OF A PUBLIC MEETING
OF THE
RESEARCH AND EVALUATION COMMITTEE
WORKFORCE INVESTMENT SAN FRANCISCO BOARD

Date:	Thursday, August 1, 2002
Time:	10:00 a.m. – 12:00 noon
Location:	Auditorium Community College District Office 33 Gough Street San Francisco CA 94103-

Copies of materials may be obtained from and/or reviewed at the PIC offices at both of the addresses shown below and on the PIC's website, www.picsf.org.

AGENDA APPEARS ON THE REVERSE SIDE

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(Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force.

To obtain a free copy of the City's Sunshine Ordinance or to report a suspected violation, contact:

Donna Hall, Administrator
Sunshine Ordinance Task Force
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4683
415-554-7724 Fax: 415-554-5163
E-mail: donna_hall@ci.sf.ca.us

Copies of the Sunshine Ordinance can be obtained at the San Francisco Public Library online at the City's Web site at http://www.sfgov.org/bdsupvrs/sunshine.htm

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Issued: Wednesday, July 24, 2002

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PROPOSED AGENDA
RESEARCH AND EVALUATION COMMITTEE OF THE WISF BOARD
THURSDAY, AUGUST 1, 2002

1. Adoption of the Agenda *(Action Item)*
2. Approval of draft minutes from the February 2, 2002 and May 2, 2002 meetings *(Action Item)** 2/11/02
3. Public Testimony on Agenda Items (Discussion Item)
5. Research Agenda Development (Discussion Items)
   A. Geographical Location of PIC Participants, Programs and Placements*
   B. Committee of Community Agencies (CCA) Presentation regarding the WISF Report "Building of Tomorrow's Workforce"
7. Public Testimony on Non-Agenda Items (Discussion Item)
8. Future Agenda Items (Discussion Item)
9. Adjournment *(Action Item)*

* Information enclosed.

PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.
creating
employment
opportunities

MEMORANDUM

TO: RESEARCH AND EVALUATION COMMITTEE **DATE:** JULY 23, 2002

FROM: PIC STAFF

SUBJECT: GEOGRAPHICAL LOCATION OF PIC PARTICIPANTS, PROGRAMS AND PLACEMENTS (AGENDA ITEM 4A)

At the February 7, 2002 meeting of the Research and Evaluation Committee one of the tasks identified for the PIC staff to do for future meetings was to *"provide the committee with the kinds of data it has historically collected that might be valuable to assist the committee to set a research agenda".*

One of the categories of data the PIC collects is the addresses of all training program participants at the time of enrollment, the addresses of the PIC-funded training sites and the addresses of the employers who hire the participants. What follows is a sample of what this kind of data can tell us. The attached data indicates where participants lived at the time they were enrolled in the current Welfare to Work Program (WtW) and the current Workforce Investment Act Program (WIA), where the training sites for these programs were located, and where the participants were placed into unsubsidized employment. This sample is for the ten-month period of July 1, 2001 to April 30, 2002. Data is grouped according to ZIP codes into four quadrants, as shown in Exhibit 1 on the next page.

This analysis is meant to provoke and facilitate discussion, as opposed to answer questions conclusively. We would like you to consider:

- Is this kind of data significant? If so, all of it or part of it? How can we use this kind of data?
- When you consider this information, are you surprised by anything or is it what you would expect? What surprises you? What information is what you expected?
- What conclusions can be made from this information, if any, and why?
- Where do we go from here? Should this kind information be part of the committee's research agenda?

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Exhibit 1 – San Francisco's Four Quadrants

Some observations regarding the data attached are:

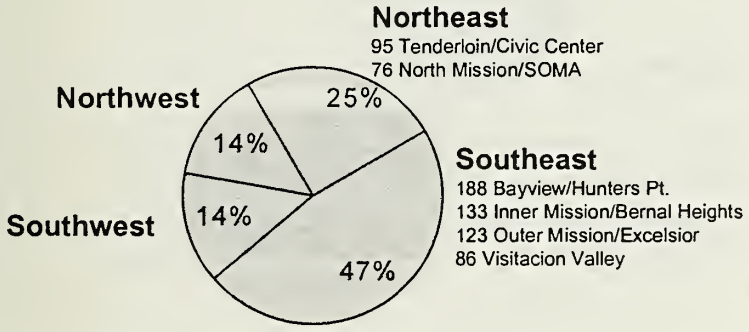
Residency of Participants

- The total number of enrolled participants counted in these two programs is **1249** – **703** (56%) enrolled in WtW programs and **546** (44%) enrolled in WIA. There are forty-three enrollees in these two programs who are not included in this count because they provided PO boxes only (10), were homeless (20), or lived outside of San Francisco (13).

- In regard to the four areas of San Francisco, the largest number of enrolled participants are residents of the southeast quadrant of San Francisco – **585** (47%); the second greatest number lives in the northeast quadrant – **316** (25%); next comes the northwest quadrant with **176** (14%) followed by the southwest quadrant with **172** (14%). Another way of looking at this is that 28% of the participants in these two programs combined live in the western part of the city and 72% live in the eastern part of the city.

Exhibit 2 - Residency of Participants

1249 total WTW and WIA participants
July 1, 2001 - April 30, 2002



In regard to specific neighborhoods, the neighborhoods that have the greatest number of enrolled participants are, in descending order:
1. Bayview/Hunters Point,
2. Inner Mssn/Bernal Hts,
3. Outer Mssn/Excelsior,
4. Tenderloin/Civic Center,
5. Visitacion Valley
6. North Mission/SOMA

Together these six neighborhoods, out of the twenty-six neighborhoods in San Francisco, account for more than half or 56% of the total number of enrolled program participants in the two programs combined in this sample for the period of July 2001 to April 2002. All of these six neighborhoods are in the eastern part of the city, two in the northeast quadrant and four in the southeast quadrant of San Francisco.

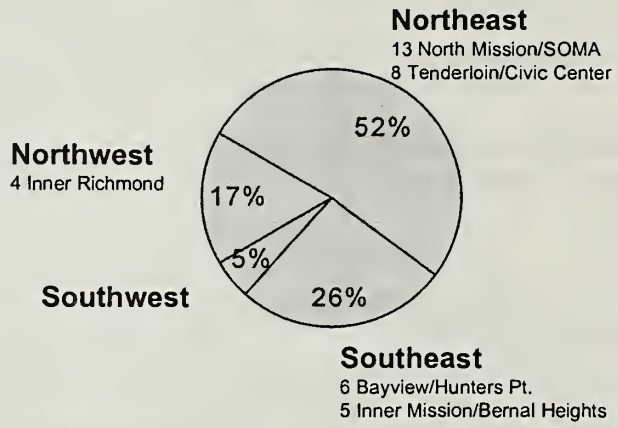
Location of Training Sites

- For these two programs combined there are **58** PIC-funded training sites in San Francisco in **20** different neighborhoods – **35** sites provide WtW training to adult San Francisco residents who are receiving TANF or GA or who are non-custodial parents and **23** provide WIA training to low income youth and adult San Francisco residents and dislocated workers. Training sites include CBOs that subcontract with the PIC to train groups and vendors that provide training on an individual referral basis.

- Of these fifty-eight training sites **45** (78%) are located in the eastern part of the city. In the northeast quadrant there are **30** (52%) and in the southeast quadrant there are **15** (26%).

Exhibit 3 - Training Site Location

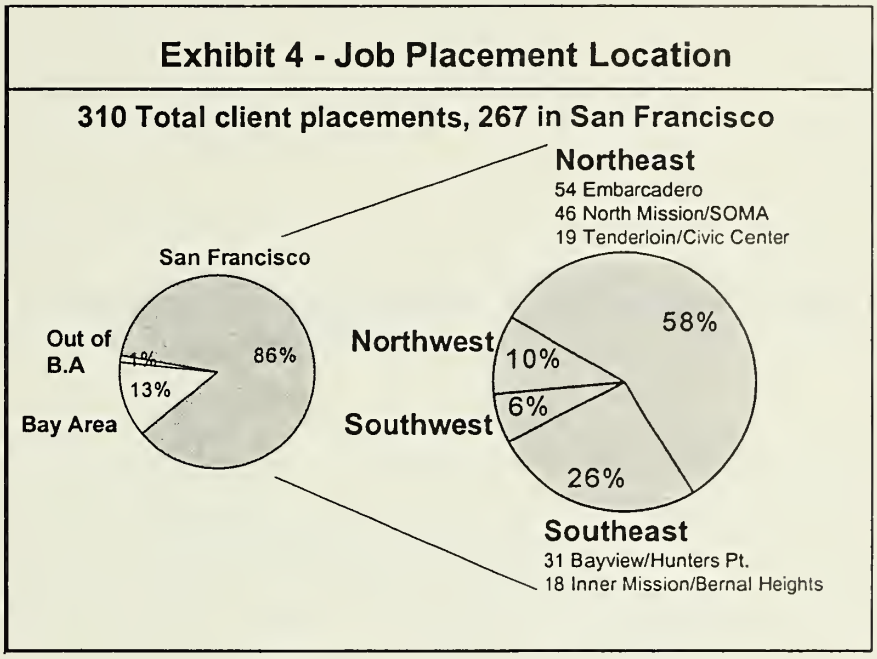
58 WTW and WIA training sites



Location of Job Placements

- As of April 30, 2002 there were **310** verified job placements reported for these two programs – **168** (54%) by WtW programs and **142** (46%) by WIA programs.

- Of the total reported placements **267** (86%) were located in San Francisco, **39** (13%) were located in other Bay Area counties and **4** (1%) were located in other California counties or out of the state.



- Exactly half of the total placements, **155** (50%), were located in the northeast quadrant of San Francisco and **69** (22%) were located in the southeast quadrant, which is consistent with the location of most commercial enterprises in San Francisco.

Please refer to the attached pages that break down this data by sections of the city and by the specific neighborhoods for the two programs and the two programs combined.

Attachments

cc: Program Resources Committee
PIC subcontractors
PIC staff

Attachment A: Residency of WIA and WTW Participants by Detailed Neighborhood

Residency of WTW and WIA Participants

Participants - Northeast

Zip Code	Neighborhood	WtW	WIA	Combined
94105	Rincon Pt/So Beach	1	0	**1**
94103	No Mission/So of Market	50	26	**76**
94102	Tenderloin/Civic Center	75	20	**95**
94104	Financial District	4	1	**5**
94108	No of Market/Chinatown	7	16	**23**
94111	Embarcadero	0	2	**2**
94109	Van Ness Corridor/Cathedral Hill	45	25	**70**
94133	No Beach/Telegraph Hill	20	24	**44**
	Totals	**202**	**114**	**313**

Participants - Southeast

Zip Code	Neighborhood	WtW	WIA	Combined
94130	Treasure Island	4	6	**10**
94107	Portrero Hill/China Basin	34	11	**45**
94110	Inner Mission/Bernal Hts	62	71	**133**
94112	Outer Mission/Excelsior	50	73	**123**
94124	Bayview Hunters Point	110	78	**188**
94134	Visitacion Valley/McClaren Park	50	36	**86**
	Totals	**310**	**275**	**585**

Residency of WTW and WIA Participants

Participants - Northwest

Zip Code	Neighborhood	WtW	WIA	Combined
94123	Fort Mason/Marina/Cow Hollow	0	1	1
94129	Presidio	1	0	1
94118	Inner Richmond/Laurel Hts	9	22	31
94121	Outer Richmond/Sea Cliff	43	17	60
94115	Western Addition /Fillmore	36	17	53
94117	Haight Ashbury/Hayes Valley	13	17	30
	Totals	**102**	**74**	**176**

Participants - Southwest

Zip Code	Neighborhood	WtW	WIA	Combined
94114	Eureka Valley/Castro/Noe Valley	5	9	14
94127	Miraloma Park/West Portal	2	4	6
94131	Glen Park/Diamond Hts	9	7	16
94116	Parkside	15	25	40
94122	Sunset	35	29	64
94132	Oceanview/Merced Hts /Ingleside	23	9	32
	Totals	**89**	**83**	**172**

Attachment B: Location of WIA and WTW Training Sites by Detailed Neighborhood

Location of WTW and WIA Training Sites

Training Sites - Northeast

Zip Code	Neighborhood	Training Sites
94105	Rincon Pt/So Beach	2
94103	No Mission/So of Market	13
94102	Tenderloin/Civic Center	8
94104	Financial District	2
94108	No of Market/Chinatown	1
94111	Embarcadero	2
94109	Van Ness Corridor/Cathedral Hill	2
94133	No Beach/Telegraph Hill	0
	Total	**30**

Training Sites - Southeast

Zip Code	Neighborhood	Training Sites
94130	Treasure Island	0
94107	Portrero Hill/China Basin	1
94110	Inner Mission/Bernal Hts	5
94112	Outer Mission/Excelsior	1
94124	Bayview Hunters Point	6
94134	Visitacion Valley/McClaren Park	2
	Total	**15**

Location of WTW and WIA Training Sites

Training Sites - Northwest

Zip Code	Neighborhood	Training Sites
94123	Fort Mason/Marina/Cow Hollow	1
94129	Presidio	0
94118	Inner Richmond/Laurel Hts.	4
94121	Outer Richmond/Sea Cliff	1
94115	Western Addition /Fillmore	2
94117	Haight Ashbury/Hayes Valley	2
	Total	**10**

Training Sites - Southwest

Zip Code	Neighborhood	Training Sites
94114	Eureka Valley/Castro/Noe Valley	0
94127	Miraluma Park/West Portal	0
94131	Glen Park/Diamond Hts.	1
94116	Parkside	0
94122	Sunset	1
94132	Oceanview/Merced Hts /Ingleside	1
	Total	**3**

Attachment C: Location of WIA and WTW Job Placements by Detailed Neighborhood

Location of WTW and WIA Job Placements

Job Placements - Northeast

Zip Code	Job Placement Location	WtW	WIA	Combined
94105	Rincon Pt/So Beach	7	1	**8**
94103	No Mission/So of Market	35	11	**46**
94102	Tenderloin/Civic Center	12	7	**19**
94104	Financial District	5	1	**6**
94108	No of Market/Chinatown	5	3	**8**
94111	Embarcadero	9	45	**54**
94109	Van Ness Corridor/Cathedral Hill	7	4	**11**
94133	No Beach/Telegraph Hill	2	1	**3**
	Totals	**82**	**73**	**155**

Job Placements - Southeast

Zip Code	Job Placement Location	WtW	WIA	Combined
94130	Treasure Island	0	1	**1**
94107	Portrero Hill/China Basin	4	9	**13**
94110	Inner Mission/Bernal Hts	5	13	**18**
94112	Outer Mission/Excelsior	1	1	**1**
94124	Bayview Hunters Point	22	9	**31**
94134	Visitacion Valley/McClaren Park	3	1	**4**
	Totals	**35**	**33**	**69**

Location of WTW and WIA Job Placements

Job Placements - Northwest

Zip Code	Job Placement Location	WtW	WIA	Combined
94123	Fort Mason/Marina/Cow Hollow	1	1	2
94129	Presidio	0	0	0
94118	Inner Richmond/Laurel Hts	5	0	5
94121	Outer Richmond/Sea Cliff	6	2	8
94115	Western Addition /Fillmore	5	2	7
94117	Haight Ashbury/Hayes Valley	2	4	6
	Totals	**19**	**9**	**28**

Job Placements - Southwest

Zip Code	Job Placement Location	WtW	WIA	Combined
94114	Eureka Valley/Castro/Noe Valley	1	3	4
94127	Miraloma Park/West Portal	0	0	0
94131	Glen Park/Diamond Hts	1	1	2
94116	Parkside	0	1	1
94122	Sunset	3	1	4
94132	Oceanview/Merced Hts /Ingleside	4	0	4
	Totals	**9**	**6**	**15**

Job Placements - Bay Area Locations

Zip Code	Bay Area Location	WtW	WIA	Combined
94900	Marin County	3	0	**3**
94000	San Mateo County	7	8	**15**
95000	Santa Clara County	1	1	**2**
94500	Contra Costa County	4	2	**6**
94600	Alameda County	7	6	**13**
	Totals	**22**	**17**	**39**

Job Placements - Other Locations

Zip Code	Non-Bay Area Location	WtW	WIA	Combined
95200	San Joaquin County	0	1	**1**
95900	Glenn County	1	0	**1**
98000	State of Washington	0	1	**1**
60000	State of Illinois	0	1	**1**
	Totals	**1**	**3**	**4**

WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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DRAFT MINUTES OF THE
AUGUST 1, 2002 MEETING OF THE
RESEARCH AND EVALUATION COMMITTEE OF THE
WORKFORCE INVESTMENT SAN FRANCISCO BOARD

The meeting was held in the Auditorium of San Francisco Community College District Office located at 33 Gough Street in San Francisco, California 94103.

PRESENT:
Mary Edington, Robert Gabriner, Aileen Hernandez, Curt Kirschner, and Brian Murphy

ABSENT:
Michael Blecker, Sandra Hernandez, John Killacky, Marion Standish, and Tiana Wertheim

STAFF:
Alice Chiu, Joyce Crum, Cathy deCristofaro, Wes Dixon, Karen Hart, Raymond Holland, Jim Kennedy, and Robert Schwab

PUBLIC:
Michael Bonon, Don Hesse, Tim Lewis, John Liu, Leslie Luttgens, Ellouise Patton, Gerry Souzis, Jim Torrens, Elizabeth Toups, and Lester Wong

The meeting was convened at 10:15 A.M. with a quorum present.

Motion to adopt the agenda was made by Mary Edington and seconded by Aileen Hernandez.
Ayes: Mary Edington, Robert Gabriner, Aileen Hernandez, and Curt Kirschner
Nays: None.
Motion passed.

Motion to adopt the minutes of the meetings held on February 2, 2002 and May 2, 2002 was made by Aileen Hernandez and seconded by Mary Edington.
Ayes: Mary Edington, Robert Gabriner, Aileen Hernandez, and Curt Kirschner
Nays: None.
Motion passed.

Chair Murphy invited public testimony throughout the meeting.

Agenda 5 – Research Agenda Development

Geographical Location of PIC Participants, Program and Placements
Jim Kennedy gave a brief overview of data that the Private Industry Council (PIC) of San Francisco, Inc has traditionally collected. The Committee had requested information on data that may be valuable to assist the Committee in setting a research agenda for the Workforce Investment San Francisco Board. Mr. Kennedy provided a sample of what information was available regarding the geographical location of program participant residency, program training sites, and placements for the Welfare to Work and Workforce Investment Act programs in the ten-month period from July 1, 2001 to April 30, 2002. The data, accompanied by a memorandum, is attached to these minutes (Attachment A) and incorporated by reference hereinafter. They may also be viewed on the PIC's website at www.picsf.org.

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Robert Gabriner stated that he was interested in data elements of participants of all programs. Mr. Kennedy reminded the Committee that there are about 200 program data elements. Raymond Holland added that within the programs, there are inconsistencies of measurement requirements.

Curt Kirschner asked if the data was kept in the same database and if not, do the databases "talk" to each other. Mr. Holland replied that there are several databases due to different requirements. Unfortunately, the multiple databases do not speak to each other.

Mary Edington wanted to know what is the relationship between Kevin Stange's report and staff report. Chair Murphy replied that the staff report was not meant to be comprehensive and was providing a sample of what data is available and what to do with it.

Aileen Hernandez noticed that there were only a few job placements in the Bayview district. This has significant impact on the population.

Mr. Kirschner asked if PIC collects any comparison data for population in different districts relative to participants. Chair Murphy replied that the San Francisco Urban Institute (SFUI) collects that information. Mr. Murphy pointed out that everyone is collecting and analyzing different data and using different terminology.

Mr. Gabriner asked why all data couldn't be placed in one database. Mr. Holland replied that there are requirements from each funding source (i.e. WIA, WtW, HEC, etc.) as to which database to use to collect the required information. Mr. Gabriner asked if there is a way to find out if a participant has gone through more than one program. Mr. Holland replied that it depends on whether or not the databases "talk" to each other. Mr. Gabriner pointed out that it is imperative to know if a participant is "swirling" in and out of the system.

Mr. Gabriner stated that he would like to understand the system and to know what the outcomes are. Chair Murphy agreed that it would be helpful and informational to have a completion/success map.

Ms. Hernandez added that it would also be helpful to know the nature of jobs the participants are getting.

Committee of Community Agencies (CCA) Presentation
Jim Torrens of Jewish Vocational Service and Gerry Souzis of Catholic Charities, representing the Committee of Community Agencies (CCA), presented suggestions regarding the WISF's "Building Tomorrow Workforce" report authored by Kevin Stange with the assistance of Amanda Feinstein. They informed the Committee that the CCA is a membership organization of San Francisco training and employment service providers. The CCA has met and identified the following topic areas and specific questions as to suggestions for further research.

A. Employers
Training and employment service providers have expressed interest in better understanding the needs of employers and processes by which they hire. The CCA also expressed interest in identifying specific employers to partner with community agencies and methods of securing those relationships.

Questions

- By what processes do employers typically fill vacancies, and how do these processes currently intersect with the workforce development system, if at all?
- What do employers want from the workforce development system, and how would they like to participate with or contribute to it?
- What incentives (e.g. tax credits) do employers find valuable?
- Which employers are, in fact, hiring through the workforce development system and from community-based organizations? Which other employers want to?
- What specific skills and work habits need the most improvement among new hires? What are the most common reasons for termination of new workers?
- What is the role of temp agencies and how are they similar to and different from other employers in the workforce development system? To what extent do employers hire workers on a temporary basis, for what positions, and using what methods? How long do temporary hires last, and to what extent do permanent hires come from temporary workers?

B. Labor Market

The CCA has expressed a need to have a deeper and an up-to-date understanding of the labor market and available career paths. This will help community agencies better serve the participants and plan training and employment services that better meet the workforce demand. They also expressed interest in assessing the reliability of currently existing labor market data and identifying or developing resources for service providers that will improve the services we are able to provide to participants and employers.

Questions

- How accurate (up-to-date) is the existing labor market information? How can we get more accurate and up-to-date information as needed?
- What are the impacts of the slow economy on low-income and entry-level workers and the work of service providers in the workforce development system?
- What career paths exist for entry-level workers?
- What are the large-scale employment trends (e.g. decline in manufacturing) and how do they affect our clients and services?

C. Other Training Providers

The CCA has expressed interest in learning about and from other training providers, as well as in identifying differences between services provided and participants served at other types of organizations. They would also like to understand how the partnership with City College of San Francisco works and how to assess the benefits to participants and to the partnering agencies.

Questions

- What services, including support services, do proprietary training schools provide their clients? How are their services different from or similar to those of community-based organizations (CBOs) and community colleges?
- How do Community College and CBO partnerships work and how many partnerships exist in San Francisco?

D. Services

The CCA has expressed interest in investigating and documenting the value and effectiveness of support and training services received by the participants, particularly those with multiple barriers to employment. They also would like to learn how participants move within the

workforce development system, what other services they access, and how (or whether) those various services are coordinated or linked.

Questions

- What is the impact of training and support services (such as post-placement retention support) on outcomes (such as job retention)?
- How many clients receive services at multiple organizations and what services are they combining?

E. Workforce Development System

The CCA expressed interest in participating in the development of the workforce development system as a whole and in learning about the interaction between its various components. The CCA also expressed a hope to participate as an equal partner in the development of the workforce development system and felt that learning about the experience of other cities and investigating the ongoing effectiveness of our own system should inform that growth.

Questions

- How does the workforce development system in San Francisco compare with the systems in other cities, especially in terms of the relationships between the partners (such as One Stops, CBOs, Community Colleges, and the WIBs)?
- What are the criteria for evaluating the success of the workforce development system and its components (e.g. CBO training partners, proprietary schools, one stop centers) in other cities, and how do they compare to the criteria used in San Francisco?

Chair Murphy directed staff to present a concrete proposal for a research agenda at the next meeting on November 7, 2002.

Public Testimony on Non-Agenda Items

There was none.

Meeting was adjourned at 11:45 A.M.

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Local Workforce Investment Board for the City and County of San Francisco

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NOTICE OF A PUBLIC MEETING
OF THE
RESEARCH AND EVALUATION COMMITTEE
WORKFORCE INVESTMENT SAN FRANCISCO BOARD

Date:	Thursday, November 7, 2002
Time:	10:00 a.m. – 12:00 noon
Location:	Auditorium Community College District Office 33 Gough Street San Francisco CA 94103-

Copies of materials may be obtained from and/or reviewed at the PIC offices at both of the addresses shown below and on the PIC's website, www.picsf.org.

AGENDA APPEARS ON THE REVERSE SIDE

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To obtain a free copy of the City's Sunshine Ordinance or to report a suspected violation, contact:

Donna Hall, Administrator
Sunshine Ordinance Task Force
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4683
415-554-7724 Fax: 415-554-5163
E-mail: donna_hall@ci.sf.ca.us

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Issued: Thursday, October 31, 2002

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PROPOSED AGENDA
RESEARCH AND EVALUATION COMMITTEE OF THE WISF BOARD
THURSDAY, NOVEMBER 7, 2002

1. Adoption of the Agenda *(Action Item)*
2. Approval of draft minutes from the August 1, 2002 meetings *(Action Item)**
3. Public Testimony on Agenda Items (Discussion Item)
4. Research Agenda Development
   A. Workforce Investment San Francisco Research Plan 2002 - 2003 Program Year *(action item)**
   B. Research Update: Characteristics of WIB Clients and their Post-Training Jobs *(information item)***
5. Public Testimony on Non-Agenda Items (Discussion Item)
6. Future Agenda Items (Discussion Item)
7. Adjournment *(Action Item)*

* Information enclosed.

** Information to be provided at the meeting.

WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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Nays: None.
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Chair Murphy directed staff to present a concrete proposal for a research agenda at the next meeting on November 7, 2002.

Public Testimony on Non-Agenda Items

There was none.

Meeting was adjourned at 11:45 A.M.

ATTACHMENT A

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MEMORANDUM

TO: RESEARCH AND EVALUATION COMMITTEE **DATE:** JULY 23, 2002

FROM: PIC STAFF

SUBJECT: GEOGRAPHICAL LOCATION OF PIC PARTICIPANTS, PROGRAMS AND PLACEMENTS (AGENDA ITEM 4A)

At the February 7, 2002 meeting of the Research and Evaluation Committee one of the tasks identified for the PIC staff to do for future meetings was to *"provide the committee with the kinds of data it has historically collected that might be valuable to assist the committee to set a research agenda"*.

One of the categories of data the PIC collects is the addresses of all training program participants at the time of enrollment, the addresses of the PIC-funded training sites and the addresses of the employers who hire the participants. What follows is a sample of what this kind of data can tell us. The attached data indicates where participants lived at the time they were enrolled in the current Welfare to Work Program (WtW) and the current Workforce Investment Act Program (WIA), where the training sites for these programs were located, and where the participants were placed into unsubsidized employment. This sample is for the ten-month period of July 1, 2001 to April 30, 2002. Data is grouped according to ZIP codes into four quadrants, as shown in Exhibit 1 on the next page.

This analysis is meant to provoke and facilitate discussion, as opposed to answer questions conclusively. We would like you to consider:

- Is this kind of data significant? If so, all of it or part of it? How can we use this kind of data?
- When you consider this information, are you surprised by anything or is it what you would expect? What surprises you? What information is what you expected?
- What conclusions can be made from this information, if any, and why?
- Where do we go from here? Should this kind information be part of the committee's research agenda?

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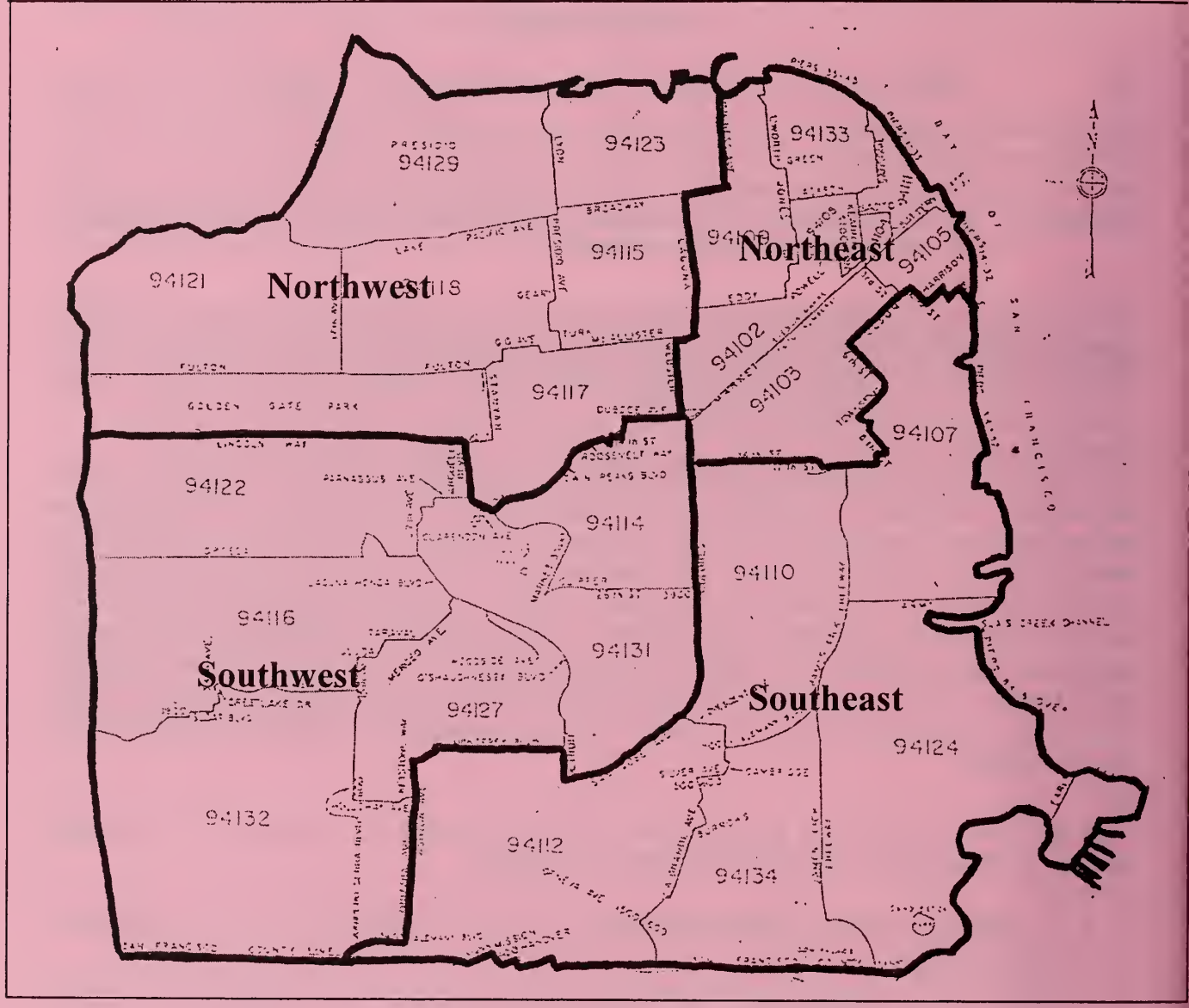
Exhibit 1 – San Francisco's Four Quadrants



Some observations regarding the data attached are:

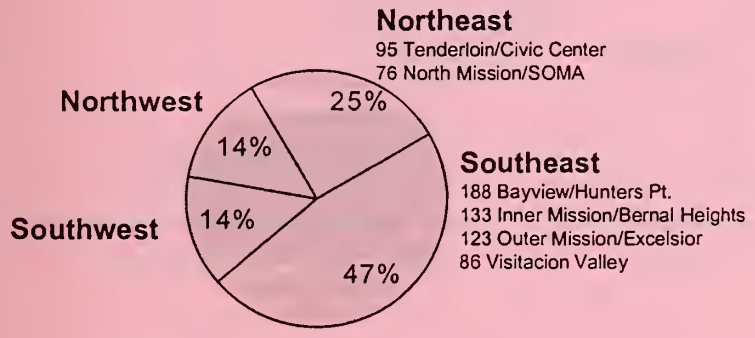
Residency of Participants

- The total number of enrolled participants counted in these two programs is **1249 – 703** (56%) enrolled in WtW programs and **546** (44%) enrolled in WIA. There are forty-three enrollees in these two programs who are not included in this count because they provided PO boxes only (10), were homeless (20), or lived outside of San Francisco (13).

- In regard to the four areas of San Francisco, the largest number of enrolled participants are residents of the southeast quadrant of San Francisco – **585** (47%); the second greatest number lives in the northeast quadrant – **316** (25%); next comes the northwest quadrant with **176** (14%) followed by the southwest quadrant with **172** (14%). Another way of looking at this is that 28% of the participants in these two programs combined live in the western part of the city and 72% live in the eastern part of the city.

Exhibit 2 - Residency of Participants

1249 total WTW and WIA participants
July 1, 2001 - April 30, 2002



In regard to specific neighborhoods, the neighborhoods that have the greatest number of enrolled participants are, in descending order:
1. Bayview/Hunters Point,
2. Inner Mssn/Bernal Hts,
3. Outer Mssn/Excelsior,
4. Tenderloin/Civic Center,
5. Visitacion Valley
6. North Mission/SOMA

Together these six neighborhoods, out of the twenty-six neighborhoods in San Francisco, account for more than half or **56%** of the total number of enrolled program participants in the two programs combined in this sample for the period of July 2001 to April 2002. All of these six neighborhoods are in the eastern part of the city, two in the northeast quadrant and four in the southeast quadrant of San Francisco.

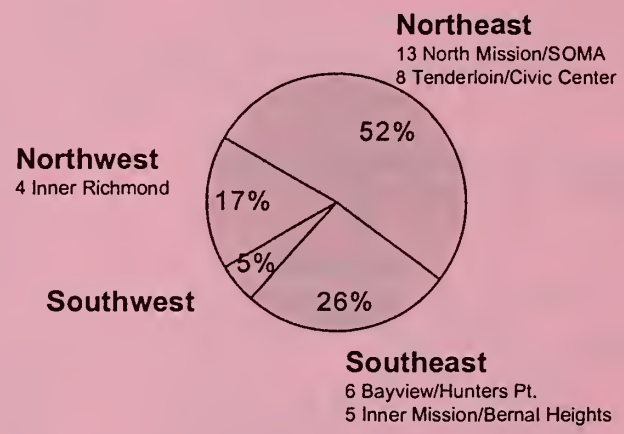
Location of Training Sites

- For these two programs combined there are **58** PIC-funded training sites in San Francisco in **20** different neighborhoods – **35** sites provide WtW training to adult San Francisco residents who are receiving TANF or GA or who are non-custodial parents and **23** provide WIA training to low income youth and adult San Francisco residents and dislocated workers. Training sites include CBOs that subcontract with the PIC to train groups and vendors that provide training on an individual referral basis.

- Of these fifty-eight training sites **45** (78%) are located in the eastern part of the city. In the northeast quadrant there are **30** (52%) and in the southeast quadrant there are **15** (26%).

Exhibit 3 - Training Site Location

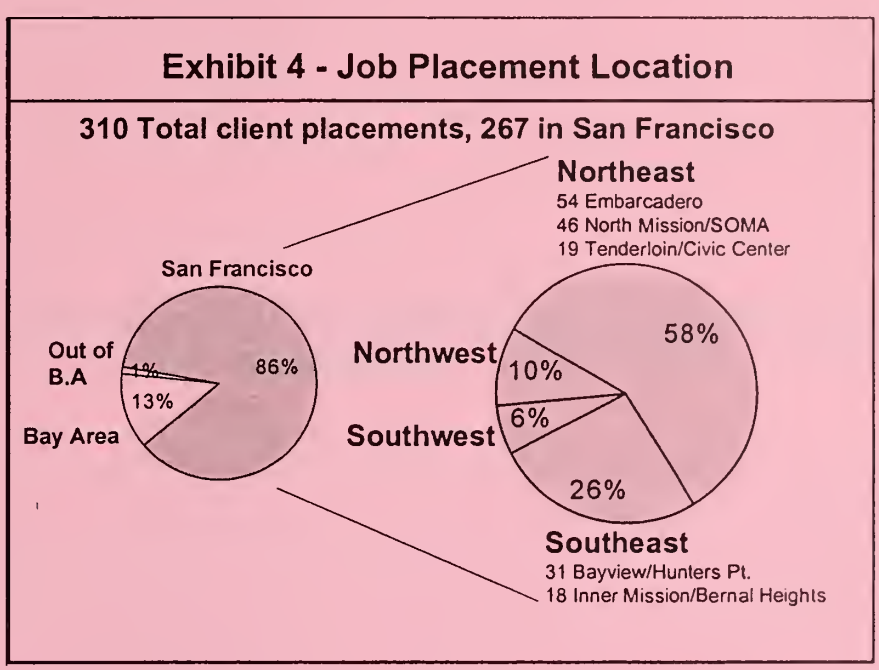
58 WTW and WIA training sites



Location of Job Placements

- As of April 30, 2002 there were **310** verified job placements reported for these two programs – **168** (54%) by WtW programs and **142** (46%) by WIA programs.

- Of the total reported placements **267** (86%) were located in San Francisco, **39** (13%) were located in other Bay Area counties and **4** (1%) were located in other California counties or out of the state.



- Exactly half of the total placements, **155** (50%), were located in the northeast quadrant of San Francisco and **69** (22%) were located in the southeast quadrant, which is consistent with the location of most commercial enterprises in San Francisco.

Please refer to the attached pages that break down this data by sections of the city and by the specific neighborhoods for the two programs and the two programs combined.

Attachments

cc: Program Resources Committee
PIC subcontractors
PIC staff

Attachment A: Residency of WIA and WTW Participants by Detailed Neighborhood

Residency of WTW and WIA Participants

Participants - Northeast

Zip Code	Neighborhood	WtW	WIA	Combined
94105	Rincon Pt/So Beach	1	0	**1**
94103	No Mission/So of Market	50	26	**76**
94102	Tenderloin/Civic Center	75	20	**95**
94104	Financial District	4	1	**5**
94108	No of Market/Chinatown	7	16	**23**
94111	Embarcadero	0	2	**2**
94109	Van Ness Corridor/Cathedral Hill	45	25	**70**
94133	No Beach/Telegraph Hill	20	24	**44**
	Totals	**202**	**114**	**313**

Participants - Southeast

Zip Code	Neighborhood	WtW	WIA	Combined
94130	Treasure Island	4	6	**10**
94107	Portrero Hill/China Basin	34	11	**45**
94110	Inner Mission/Bernal Hts	62	71	**133**
94112	Outer Mission/Excelsior	50	73	**123**
94124	Bayview Hunters Point	110	78	**188**
94134	Visitacion Valley/McClaren Park	50	36	**86**
	Totals	**310**	**275**	**585**

Residency of WTW and WIA Participants

Participants - Northwest

Zip Code	Neighborhood	WtW	WIA	Combined
94123	Fort Mason/Marina/Cow Hollow	0	1	1
94129	Presidio	1	0	1
94118	Inner Richmond/Laurel Hts	9	22	31
94121	Outer Richmond/Sea Cliff	43	17	60
94115	Western Addition /Fillmore	36	17	53
94117	Haight Ashbury/Hayes Valley	13	17	30
	Totals	**102**	**74**	**176**

Participants - Southwest

Zip Code	Neighborhood	WtW	WIA	Combined
94114	Eureka Valley/Castro/Noe Valley	5	9	14
94127	Miraloma Park/West Portal	2	4	6
94131	Glen Park/Diamond Hts	9	7	16
94116	Parkside	15	25	40
94122	Sunset	35	29	64
94132	Oceanview/Merced Hts /Ingleside	23	9	32
	Totals	**89**	**83**	**172**

Attachment B: Location of WIA and WTW Training Sites by Detailed Neighborhood

Location of WTW and WIA Training Sites

Training Sites - Northeast

Zip Code	Neighborhood	Training Sites
94105	Rincon Pt/So Beach	2
94103	No Mission/So of Market	13
94102	Tenderloin/Civic Center	8
94104	Financial District	2
94108	No of Market/Chinatown	1
94111	Embarcadero	2
94109	Van Ness Corridor/Cathedral Hill	2
94133	No Beach/Telegraph Hill	0
	Total	**30**

Training Sites - Southeast

Zip Code	Neighborhood	Training Sites
94130	Treasure Island	0
94107	Portrero Hill/China Basin	1
94110	Inner Mission/Bernal Hts	5
94112	Outer Mission/Excelsior	1
94124	Bayview Hunters Point	6
94134	Visitacion Valley/McClaren Park	2
	Total	**15**

Location of WTW and WIA Training Sites

Training Sites - Northwest

Zip Code	Neighborhood	Training Sites
94123	Fort Mason/Marina/Cow Hollow	1
94129	Presidio	0
94118	Inner Richmond/Laurel Hts.	4
94121	Outer Richmond/Sea Cliff	1
94115	Western Addition /Fillmore	2
94117	Haight Ashbury/Hayes Valley	2
	Total	**10**

Training Sites - Southwest

Zip Code	Neighborhood	Training Sites
94114	Eureka Valley/Castro/Noe Valley	0
94127	Miraluma Park/West Portal	0
94131	Glen Park/Diamond Hts.	1
94116	Parkside	0
94122	Sunset	1
94132	Oceanview/Merced Hts /Ingleside	1
	Total	**3**

Attachment C: Location of WIA and WTW Job Placements by Detailed Neighborhood

Location of WTW and WIA Job Placements

Job Placements - Northeast

Zip Code	Job Placement Location	WtW	WIA	Combined
94105	Rincon Pt/So Beach	7	1	**8**
94103	No Mission/So of Market	35	11	**46**
94102	Tenderloin/Civic Center	12	7	**19**
94104	Financial District	5	1	**6**
94108	No of Market/Chinatown	5	3	**8**
94111	Embarcadero	9	45	**54**
94109	Van Ness Corridor/Cathedral Hill	7	4	**11**
94133	No Beach/Telegraph Hill	2	1	**3**
	Totals	**82**	**73**	**155**

Job Placements - Southeast

Zip Code	Job Placement Location	WtW	WIA	Combined
94130	Treasure Island	0	1	**1**
94107	Portrero Hill/China Basin	4	9	**13**
94110	Inner Mission/Bernal Hts	5	13	**18**
94112	Outer Mission/Excelsior	1	1	**1**
94124	Bayview Hunters Point	22	9	**31**
94134	Visitacion Valley/McClaren Park	3	1	**4**
	Totals	**35**	**33**	**69**

Location of WTW and WIA Job Placements

Job Placements - Northwest

Zip Code	Job Placement Location	WtW	WIA	Combined
94123	Fort Mason/Marina/Cow Hollow	1	1	2
94129	Presidio	0	0	0
94118	Inner Richmond/Laurel Hts	5	0	5
94121	Outer Richmond/Sea Cliff	6	2	8
94115	Western Addition /Fillmore	5	2	7
94117	Haight Ashbury/Hayes Valley	2	4	6
	Totals	**19**	**9**	**28**

Job Placements - Southwest

Zip Code	Job Placement Location	WtW	WIA	Combined
94114	Eureka Valley/Castro/Noe Valley	1	3	4
94127	Miraloma Park/West Portal	0	0	0
94131	Glen Park/Diamond Hts	1	1	2
94116	Parkside	0	1	1
94122	Sunset	3	1	4
94132	Oceanview/Merced Hts /Ingleside	4	0	4
	Totals	**9**	**6**	**15**

Job Placements - Bay Area Locations

Zip Code	Bay Area Location	WtW	WIA	Combined
94900	Marin County	3	0	**3**
94000	San Mateo County	7	8	**15**
95000	Santa Clara County	1	1	**2**
94500	Contra Costa County	4	2	**6**
94600	Alameda County	7	6	**13**
	Totals	**22**	**17**	**39**

Job Placements - Other Locations

Zip Code	Non-Bay Area Location	WtW	WIA	Combined
95200	San Joaquin County	0	1	**1**
95900	Glenn County	1	0	**1**
98000	State of Washington	0	1	**1**
60000	State of Illinois	0	1	**1**
	Totals	**1**	**3**	**4**

Workforce Investment San Francisco
Research and Evaluation Committee

Research Plan
2002-2003 Program Year

Draft: November 7, 2002

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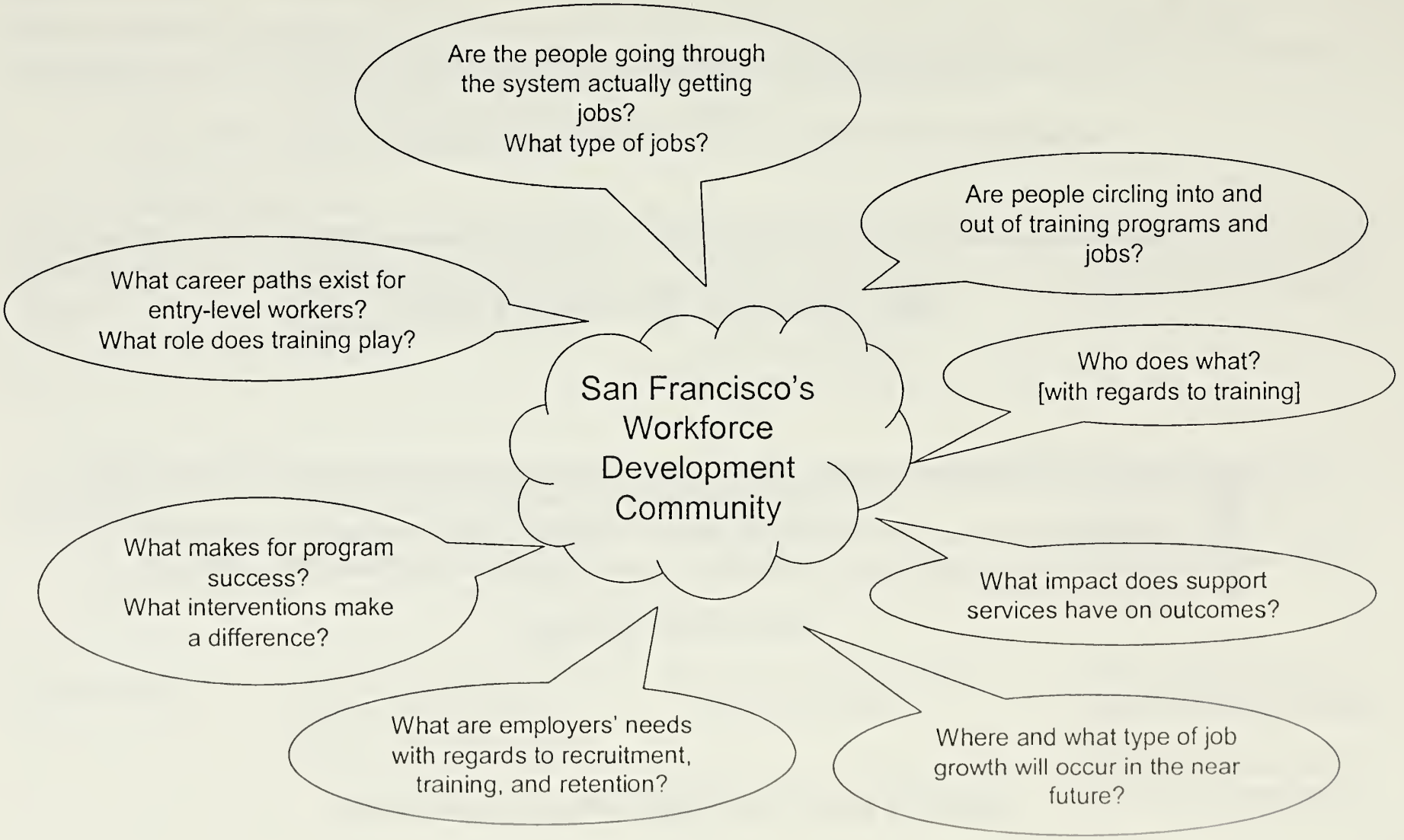
Please direct all comments on this research plan to Kevin Stange at 415-557-6569 or kevin_stange@ci.sf.ca.us

Contents

What	Page
Proposed Research Plan	
– Motivation	2
– Mission and Goals	3
– Research Project Overview	4
– Detail on Research Projects	
• Resource Mapping	5
• Workforce Development Needs	6
• Outcome Assessment	7
• Profile of Career Paths	8
– Oversight and Partners	9
– Timeline	10
– Other Research Topics for Consideration	11

Research Agenda Motivation

San Francisco's workforce development community has posed many important questions….


Are the people going through the system actually getting jobs?
What type of jobs?
Are people circling into and out of training programs and jobs?
What career paths exist for entry-level workers?
What role does training play?
San Francisco's Workforce Development Community
Who does what? [with regards to training]
What makes for program success?
What interventions make a difference?
What impact does support services have on outcomes?
What are employers' needs with regards to recruitment, training, and retention?
Where and what type of job growth will occur in the near future?

Research Plan Mission and Goals

Mission Statement

To ensure that members of San Francisco's workforce development community are provided with the economic and labor market information and research needed to make informed decisions.

Goals for Program Year 2002 - 2003

- Develop a shared knowledge base about San Francisco's workforce development system and needs
- Build more efficient and effective linkages between labor supply and demand
- Promote and enable information-driven workforce development planning and decision-making

Research Project Overview

Major Projects	Description	Research Products	Questions answered
Resource mapping	Describe the major components of San Francisco's workforce development system (CBOs, Comm College, Employers, Unions, Private Schools)	**#1-6.** Research briefings on each of major components of WD system and the system as a whole	• Who does what? [with regards to training]
Workforce development needs	Identify local employer needs and construct a "dashboard" to regularly report these needs to the workforce development community	**#7.** Background report on SF economic and occ. base **#8.** Industry cluster report **#9.** Report on qualitative employer skill needs **#10.** Quarterly "dashboard"	• What are employers' needs? • Where and what type of job growth will occur in the near future?
Outcome assessment	Conduct an extensive cross-program assessment of placement, earnings, retention, and mobility of WISF clients	**#11a.** "Pilot" outcome assessment using existing data **#11b.** Proposal for larger assessment	• Are clients getting jobs? • What kinds of jobs? • Are they keeping them? • What interventions work?
Career paths	Identify and profile career paths available to low-income individuals in San Francisco	**#12.** Report describing lower-skilled career paths	• What career paths exist? • What role does/can training play? • How should tiered training programs be structured?

Project Detail: Resource Mapping

What

#1 through #6: 5-10 page research reports on each of the five major components (see below) of San Francisco's workforce development system and on the system as a whole

Topics covered in each report
- What training and employment services are provided?
- How much? (number of providers, dollars spent, people served)
- To whom? By whom? How?
- How can WISF further support these programs?

Uses include orientation of WISF members and identification of system-wide gaps and redundancies

Scope: Five major components of San Francisco's Workforce Development System

Community Organizations	***Employers***	***Unions***	***Community Colleges***	***Proprietary Schools***
Data Source: • *CBO survey*	Data Sources: • *Existing research* • *Employer forums*	Data Sources • *Existing research* • *Local union survey*	Data Sources: • *Directly from CCSF, SFSU, UC Ext*	Data Sources • *CBO survey* • *ETPL, CTEP, BPPVE*
Status: 100% completed	Status: 100% completed	Status: 0%	Status: 10%	Status: 25%

Project Detail: Workforce Development Needs

What

#7. Research report describing the city's economic and occupational base through analysis and synthesis of historical, current, and projected labor market data

#8. Industry cluster analysis to identify local economic growth areas and the workforce needs likely to arise from this growth.

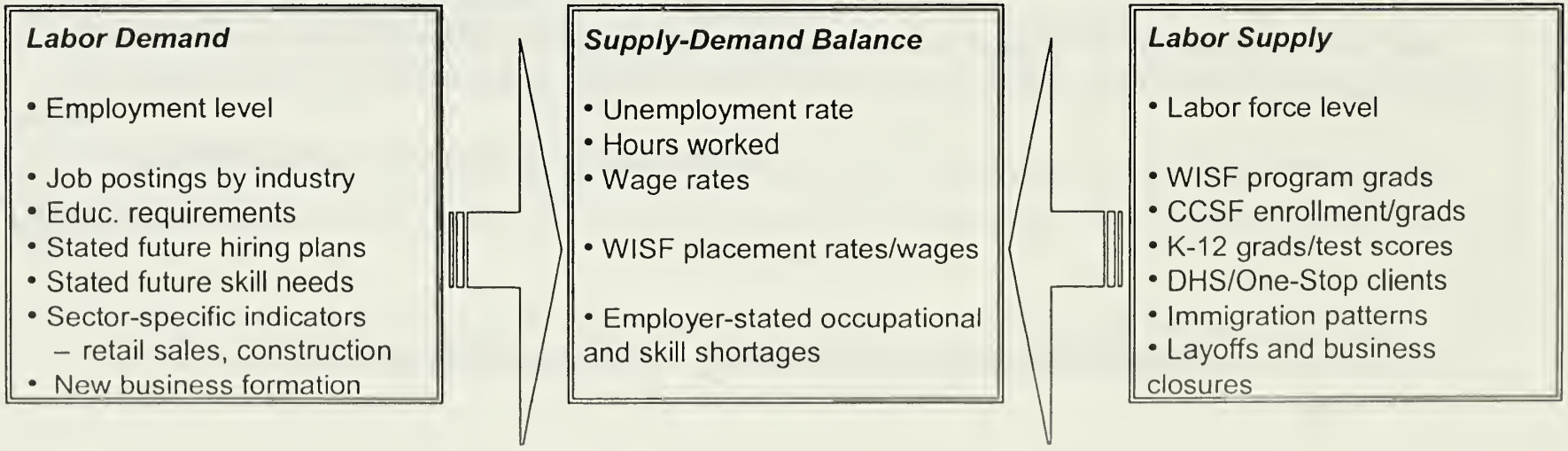
- Commissioned by SF Center for Economic Development (SFCED)
- Scheduled to be completed April 2003

#9. Research report describing qualitative skill needs, hiring processes, and participation in the workforce development system by San Francisco employers.

- Summarize findings from employer forums and previous employer surveys
- Employer services survey of employers

#10. Quarterly newsletter synthesizing up-to-date local labor market information including labor demand, supply, and supply-demand balance (i.e., a "dashboard" of labor market indicators, see below for model). Newsletter will be distributed to public and presented quarterly to WISF members.

Sample "Labor Market Dashboard"



Project Detail: Outcome Assessment

What

#11. A comprehensive assessment of client outcomes in San Francisco's workforce development system

- Start with a "pilot" assessment to establish basic facts and evaluate outcomes using existing data
- Commission outside research organization to perform more extensive evaluation, using "pilot" findings to guide proposal for outside grant funding
- May require rationalization of PIC databases and data collection practices in the long term

Four phases of outcome assessment

Focus of "pilot"

1. **Establish facts** about outcomes
2. **Evaluate outcomes**
   - Which facts indicate "successes?"
   - Which facts indicate "problems?"

Focus of grant-funded research

3. **Explain** successful and problematic outcomes
   - policy interventions
   - short-term economic fluctuation
   - long-term structural factors
4. Develop **policy recommendations**
   - What policy responses will improve outcomes?

Key facts to establish during "pilot" phase

- Who gets jobs? (What are the characteristics of those that get jobs versus those that don't?)
- What kinds of jobs do they get? (location, occupation, industry, benefits, pay)
- How long do they stay in those jobs?
- What is their history of career progression over time?

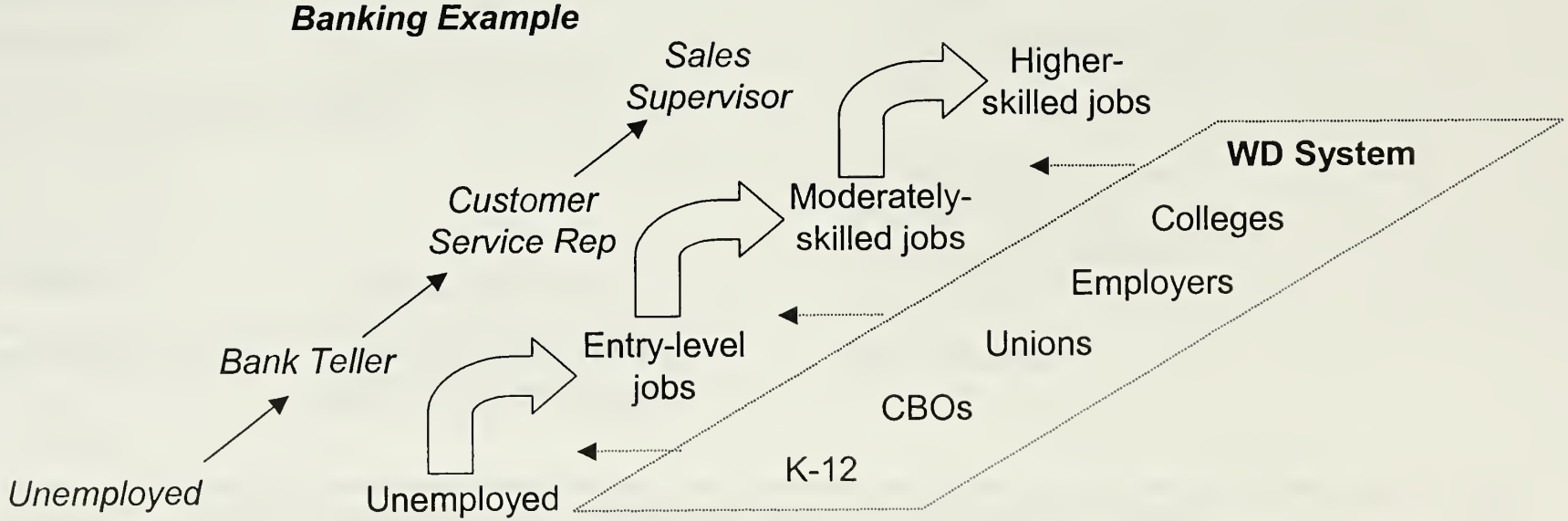
Sources: PIC, CBO, DHS, CCSF, EDD data

Project Detail: Profile of Career Paths

What

#12. Report which identifies and profiles career paths for low-income workers in San Francisco
- Emphasis on the role of local training institutions in promoting career progression
- Could be used by consortium of agencies to develop tiered training programs
- Could feed into or be conducted in coordination with sector initiatives

Profile of career paths



Info Sources

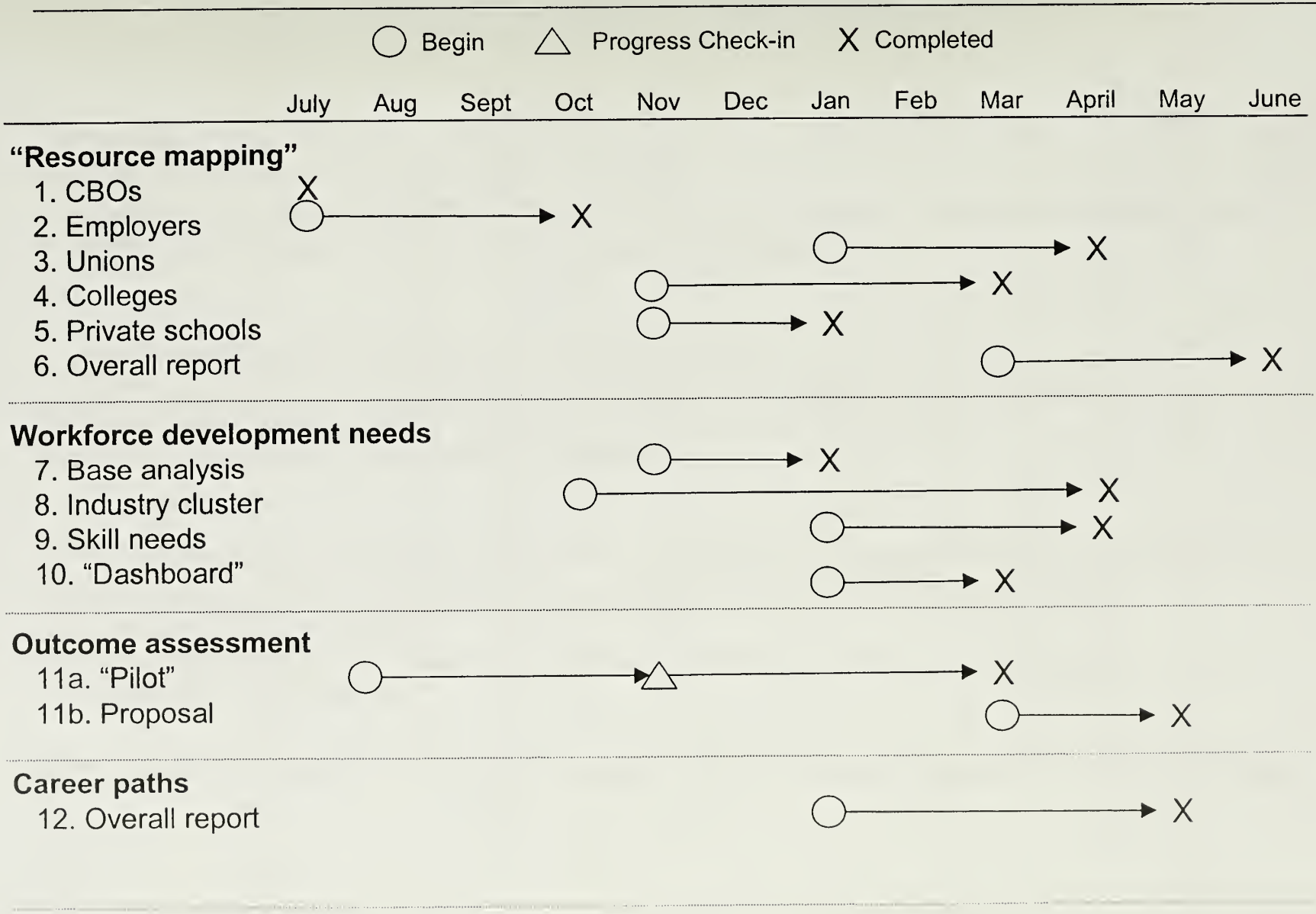
- Reports by EDD, CTI, SFITTC, SFW, DHS, others
- "Resource Mapping" reports

Research Oversight and Partners

Research and Evaluation Committee will oversee progress against overall research plan; other committees will guide projects on a day-to-day basis

Major Projects	Recommended WIB Committee Oversight	Key Partners
1. "Resource mapping"	Program Resources	• CCA/CBOs • Labor organizations • Colleges (CCSF, SFSU, UC)
2. Workforce development needs	Employer Services	• EDD • SF Chamber/SFCED • MOED • CA WIB • One-Stop Network
3. Outcome assessment	Research & Evaluation	• PIC • EDD • CCSF • Outside research organization
4. Career paths	Program Resources	• EDD • Others?

Recommended Research Timeline



Note: Actual timing of research is to be determined by responsible WISF committee or workgroup.

Other Topics For Consideration

Other topics identified as important for WISF to consider, but not included in research plan

1. Information infrastructure

- Examine the need for and options to create a more productive system for collecting and using client and program information
- Answer: "What outcome information do we know?" and "What do we need to know?"
- Work of One-Stop Committee Technology Workgroup should consider research data issues

2. Other local workforce development models

- Examine the workforce development models used by comparable cities
  - relationship between education, public, business, labor, and non-profit organizations
  - identify the benefits and drawbacks of different models

3. Return On Investment (ROI) for workforce development

- Quantify the economic benefits that result from the city's investment in workforce development (such as the previously used "Benefit/Cost Factor")
- Communicate this benefit to the local policy and business community

WORKFORCE INVESTMENT SAN FRANCISCO
Local Workforce Investment Board for the City and County of San Francisco

IMPORTANT NOTICE

Please note that that Research and Evaluation Committee Meeting scheduled for Thursday, November 7, 2002 is **cancelled**.

A rescheduled date will be announced at a later date. Please forward this notice to the appropriate person.

Thank you for your immediate attention to this matter.

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